

WESTFORD

Massachusetts



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Annual Report

TOWN OF WESTFORD



ANNUAL REPORTS

For the Year Ending December 31, 1986

ANNUAL TOWN ELECTION to be held Tuesday, May 5, 1987

ANNUAL TOWN MEETING to be held Saturday, May 9, 1987

TOWN OF WESTFORD

CITIZEN ACTIVITY APPLICATION FORM

Good Government Starts With You

If you are interested in service on a Town committee, please fill out this form and mail to the Executive Secretary, Board of Selectmen, Town hall, Westford, MA 01886. The filling out of this form in no way assures appointment. All committee vacancies will be filled by citizens deemed most qualified to serve in a particular capacity.

Date _____

Name _____ Home Telephone _____

Address _____

Amount of Time Available _____

Interest In What Town Committee _____

Present Business Affiliation and Work _____

Business Experience _____

Education or Special Training _____

Date Appointed	Town Office Held	Term Expires
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Remarks _____

TOWN OF WESTFORD
CITIZENS ACTIVITY RECORD

Good Government Starts With You

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Date.....

Name..... Home Telephone.....

Address.....

Amount of Time Available.....

Interest in what Town Committee.....

.....

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Present Business Affiliation and Work.....

.....

Business Experience.....

.....

Education or Special Training.....

.....

Date Appointed	Town Office Held	Term Expired
.....
.....

Remarks.....

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TOWN CALENDAR

Meeting notices are posted on bulletin boards located just inside the front door on the first floor of Town Hall.

APPEALS, BOARD OF	Monthly, Mondays, 7:00 p.m.
ASSESSORS, BOARD OF	Mondays, as posted
CAPITAL OUTLAY COMMITTEE	As posted
CEMETERY COMMISSION	As posted
CONSERVATION COMMISSION	2nd & 4th Wednesday of the month, 7:30 p.m.
COUNCIL ON AGING	As posted
FAIR HOUSING COMMITTEE	As posted
FINANCE COMMITTEE	As posted
HEALTH, BOARD OF	As posted
HOUSING AUTHORITY	2nd Thursday of the month, 7:30 p.m. Elderly Housing Community Building
NASHOBA VALLEY TECHNICAL HIGH SCHOOL COMMITTEE	Alternate Tuesdays, 7:30 p.m. School, Littleton Road, Westford
PERSONNEL BOARD	2nd & 4th Wednesdays, 7:30 p.m.
PLANNING BOARD	1st & 3rd Tuesday of the month, 7:00 p.m.
RECREATION COMMISSION	2nd & 4th Monday of the month, 8:00 p.m.
ROUDENBUSH COMMUNITY CENTER COMMITTEE	1st Monday of the month, 7:30 p.m. Roudenbush Community Center
SCHOOL COMMITTEE	2nd & 4th Monday of the month, 7:30 p.m. Westford Academy
SELECTMEN, BOARD OF	Each Tuesday of the month, 7:30 p.m. Selectmen's Office
TRUSTEES, J.V. FLETCHER LIBRARY	First Tuesday of the month, 7:30 p.m.
WATER COMMISSIONERS	2nd & 4th Tuesday of the month, 8:30 p.m. Water Dept. office, Forge Village Road
OTHER BOARDS, COMMITTEES	As posted

TOWN OFFICES

Offices open Monday through Friday

Assessors Office

8:00 a.m. - 12:00 p.m., 12:30 p.m. - 4:00 p.m.

Board of Health Office

8:30 a.m. - 4:30 p.m.

Building Department

8:30 a.m. - 4:30 p.m.

Selectmen's Office

8:30 a.m. - 4:30 p.m.

Treasurer/Tax Collector Office

8:00 a.m. - 12:00 p.m., 12:30 p.m. - 4:00 p.m.

Planning Board/Conservation Commisison

9:00 a.m. - 1:00 p.m.

Town Accountant's Office

8:30 a.m. - 4:30 p.m.

Town Aide

9:00 a.m. - 4:00 p.m.

Town Clerk

8:30 a.m. - 4:30 p.m.

Water Department, 63 Forge Village Road

8:00 a.m. - 12:00 p.m., 12:30 p.m. - 4:00 p.m.

OFFICERS OF THE TOWN OF WESTFORD

BOARD OF ASSESSORS

Lewis O. English	Term expires May, 1988
D. Bruce Stewart	Term expires May, 1989
Hal Schreiber, Chairman	Term expires May, 1987

CEMETERY COMMISSIONERS

Gordon Seavey	Term expires May, 1987
Brian Vaughn, Chairman	Term expires May, 1988
Michael Durand	Term expires May, 1989

BOARD OF HEALTH

Charles Menzie	Term expires May, 1988
Robert LeGacy	Term expires May, 1989
Charles Colburn, M.D., Chairman	Term expires May, 1987
Charles S. Landino	Term expires May, 1987
Mark Mulligan	Term expires May, 1989

HOUSING AUTHORITY

Mary E. Smith, Chairman	Term expires May, 1988
Willam MacMillan	Term expires May, 1987
Steven McKenna	Term expires May, 1991
Richard P. McNeil	Term expires May, 1990
, State Appointee	Term expires August, 1988

J.V. FLETCHER LIBRARY TRUSTEES

Mary Ann Finnegan, Chairman	Term expires May, 1987
James Healy, Jr.	Term expires May, 1988
Richard Joy	Term expires May, 1988
Nancy Russo	Term expires May, 1989
Dorothy Swanson	Term expires May, 1989
Richard Kenyon	Term expires May, 1987

MODERATOR

William Kavanagh, Jr.	Term expires May, 1987
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PLANNING BOARD

Leslie Thomas, Chairman	Term expires May, 1989
Peter Fletcher	Term expires May, 1988
William Harman	Term expires May, 1990
Joseph Guthrie	Term expires May, 1991
Richard Walthers	Term expires May, 1987

SCHOOL COMMITTEE

George Murray	Term expires May, 1989
Harry Manuel	Term expires May, 1988
Madonna McKenzie	Term expires May, 1988
Cathy Lane	Term expires May, 1989
Anthony Martinez	Term expires May, 1987
Allan Timmins, Chairman	Term expires May, 1987
Judith Culver, Vice-Chairman	Term expires May, 1988

BOARD OF SELECTMEN

Ronald H. Johnson, Chairman	Term expires May, 1987
Robert P. Tierney, Secretary	Term expires May, 1987
Robert C. Herrmann, Vice-Chairman	Term expires May, 1988
Geoffrey D. Hall	Term expires May, 1989
David R. Earl	Term expires May, 1989

TOWN CLERK

Elaine McKenna	Term expires May, 1987
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TREASURER-COLLECTOR

Paula Brule	Term expires May, 1989
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TREE WARDEN

Kenneth Greeno	Term expires May, 1989
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WATER COMMISSIONERS

Kevin Woitowicz	Term expires May, 1987
Hervey J. Cote, Chairman	Term expires May, 1988
Robert Hunt	Term expires May, 1989

The following Boards, Committees, Commissions, and Offices are appointed positions; most are appointed by the Board of Selectmen. The Moderator appoints the Finance Committee and the Tax Possession Sale Committee.

EXECUTIVE SECRETARY TO THE BOARD OF SELECTMEN
AFFIRMATIVE ACTION OFFICER

Robert J. Halpin

AGENT FOR BURIAL OF DECEASED SOLDIERS

James L. Healy, Sr. Term expires June, 1987

BURIAL AGENT

Elaine McKenna Term expires June, 1987

BOARD OF APPEALS

John Preston, Chairman	Term expires June, 1987
Ronald Nolin	Term expires June, 1987
Mark Scolnick	Term expires June, 1989
John Yetman	Term expires June, 1990
Willis E. Buckingham	Term expires June, 1988
John Cadigan, Alternate	Term expires June, 1990
Robert Tierney, Alternate	Term expires June, 1991

BUILDING DEPARTMENT

Austin Fitzsimmons, Building Commissioner	Term expires June, 1987
Joseph Guthrie, Ass't. Bldg. Comm.	Term expires June, 1987
Robert Matley, Plumbing Inspector	Term expires June, 1987
Edward Grondine, Ass't. Plumbing Insp.	Term expires June, 1987
Chester Cook, Gas Inspector	Term expires June, 1987
Robert Matley, Ass't. Gas Inspector	Term expires June, 1987
Dennis P. Kane, Wire Inspector	Term expires June, 1987
Dennis P. Kane, Jr., Ass't. Wire Insp.	Term expires June, 1987
Austin Fitzsimmons, Code Enforcer	Term expires June, 1987
Robert Matley, Pump & Well Inspector	Term expires June, 1987

CABLE TV COMMITTEE

Kenneth Dwyer	Term expires June, 1987
Roger Parent	Term expires June, 1988
George Switzer	Term expires June, 1989
Hajo Koester	Term expires June, 1987
John Kavanagh	Term expires June, 1989
Don Bradanese	Term expires June, 1989
David Watson	Term expires June, 1988

CAPITAL OUTLAY COMMITTEE

Michael Cox, Co-Chairman	Term expires June, 1987
Deborah Baker, Co-Chairman	Term expires June, 1987
Robert Gouveia	Term expires June, 1987
Paul D'Angelo	Term expires June, 1987
Roberta Giese	Term expires June, 1987
Jean Brush	Term expires June, 1987
John Kovach	Term expires June, 1987

CARETAKER, WHITNEY PLAYGROUND, TOWN COMMON, MONUMENTS

George Wyman	Term expires June, 1987
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CLASSIFICATION STUDY COMMITTEE

Anthony Nardone	Term expires June, 1987
George Winton	Term expires June, 1987
Fred Coad	Term expires June, 1987
Jan Ackerman	Term expires June, 1987
Judy McEnaney	Term expires June, 1987

CIVIL DEFENSE DIRECTOR

Francis Mulligan	Term expires June, 1987
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COMMUNITY TEAMWORK, INC. (Bd. of Directors)

Helena Crocker, Sel.'s Rep.	Term expires June, 1987
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CONSERVATION COMMISSION

Patricia Loring, Chairman	Term expires June, 1989
William McClellan, Vice-Chairman	Term expires June, 1988
Marlene Mallory	Term expires June, 1987
Chester Cook	Term expires June, 1987
Louis Oliver	Term expires June, 1987
Richard S. Emmet	Term expires June, 1989
Arnold O'Brien	Term expires June, 1988

CONSTABLE

Walter McAvoy	Term expires June, 1987
William MacMillan	Term expires June, 1987

COUNCIL ON AGING

Helena Crocker	Term expires June, 1988
Veronica Sullivan	Term expires June, 1988
Cecilia Healy	Term expires June, 1989
Denis P. Watson	Term expires June, 1987
Mary Smith, Chairman	Term expires June, 1987

DATA PROCESSING COMMITTEE

Steve Webber	Term expires June, 1987
John Newman	Term expires June, 1987
William Pude	Term expires June, 1987
David Lomet	Term expires June, 1987
Robert Halpin	Term expires June, 1987

DEVELOPMENT & INDUSTRIAL COMMISSION

John J. McLaughlin	Term expires June, 1989
Chester Cook, Jr.	Term expires June, 1988
Barbara Thornley	Term expires June, 1988
Nicholas Basinas	Term expires June, 1987
Mark Scolnick	Term expires June, 1987
J. Frank Strauss, Chairman	Term expires June, 1987
Paul Davies	Term expires June, 1989

DOG OFFICER

George Fletcher	Term expires June, 1987
Carlton Rooks, Assistant	Term expires June, 1987

FENCE VIEWER

Charles VanLandeghem	Term expires June, 1987
Frank Vennard	Term expires June, 1987

FIELD DRIVER

Arnold Wilder	Term expires June, 1987
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FINANCE COMMITTEE

Frank Jeray	Term expires Sept., 1987
Janice Ackerman	Term expires Sept., 1989
Karl Fagans	Term expires Sept., 1989
William Taffel	Term expires Sept., 1988
Anthony Denisevich	Term expires Sept., 1989
Francis Magee	Term expires Sept., 1987
Mary Caless	Term expires Sept., 1988
Jerry Berkowitz, Chairman	Term expires Sept., 1988
Rick DiMello,	Term expires Sept., 1987

FINANCE DIRECTOR

David Fraser	Term expires June, 1987
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FIRE CHIEF

George Rogers, Chief	Term expires June, 1987
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HAZARDOUS MATERIALS ADVISORY COMMITTEE

Mary Ellen Bakken	Term expires June, 1989
Claire Thompson	Term expires June, 1989
Juta Moter	Term expires June, 1989
Gregory Ciampa	Term expires June, 1989
Dennis Lawler, Chairman	Term expires June, 1989

HAZARDOUS WASTE COORDINATOR

Dennis Lawler	Term expires June, 1989
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HIGHWAY SUPERINTENDENT

George Wyman	Term expires June, 1987
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HISTORICAL COMMISSION

Lloyd G. Blanchard	Term expires June, 1988
Sally Benedict	Term expires June, 1988
Bernice Picking	Term expires June, 1989
Alex Belida	Term expires June, 1989
H. Arnold Wilder	Term expires June, 1987
Robert S. Jeffries, Chairman	Term expires June, 1987
Ruth McDonald	Term expires June, 1988
Judith Gizara	Term expires June, 1987
Sally Benedict	Term expires June, 1987

HOUSE NUMBERING COMMITTEE

Austin Fitzsimmons	Term expires June, 1987
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HYDROGEOLOGICAL AQUIFER STUDY COMMITTEE

Charles Menzie	Term expires June, 1987
Arnold O'Brien	Term expires June, 1987
Ralph Shaver	Term expires June, 1987
Warren Palmer	Term expires June, 1987
Richard Emmet	Term expires June, 1987
Harold Fletcher	Term expires June, 1987

LANDFILL CLOSURE ADVISORY COMMITTEE

Joanne Barnett	Term expires June, 1987
Christine Pude, Chairman	Term expires June, 1987
Roger LaChance	Term expires June, 1987
Margaret Melanson	Term expires June, 1987
Mary Smith	Term expires June, 1987
Lou Oliver	Term expires June, 1987
Charles Landino	Term expires June, 1987

LOCAL ARTS COUNCIL

Kenneth Dwyer	Term expires June, 1987
Robert Nicoson	Term expires June, 1988
Ellen Rainville	Term expires June, 1988
Ann Bennett	Term expires June, 1987
Diane Earl	Term expires June, 1987
Margaret Morgan	Term expires June, 1988
Kathleen DeGrappo	Term expires June, 1987

MEASURER OF WOOD & BARK

Chester Caless	Term expires June, 1987
Ken Greeno	Term expires June, 1987

MIDDLESEX COUNTY ADVISORY COMMITTEE

David Earl, Selectmen's Rep.	Term expires June, 1987
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SUPERINTENDENT, MOTH DEPARTMENT

Ken Greeno	Term expires June, 1989
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NASHOBA VALLEY TECHNICAL HIGH SCHOOL DISTRICT COMMITTEE

Charlotte Scott	Term expires April, 1989
Cecile Stefanski	Term expires April, 1987
Kevin Finnegan, Alternate	Term expires April, 1989

REPRESENTATIVE TO N.M.A.C.

Robert Herrmann, Selectmen's Rep.	Term expires June, 1987
Avis Hooper, Alternate	Term expires June, 1987
Peter Fletcher, Planning Board Rep.	Term expires June, 1987

PARKING CLERK

Elaine McKenna	Term expires June, 1987
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PERSONNEL BOARD

Dorothy Hayes	Term expires June, 1988
Doreen Shafer	Term expires June, 1989
Michael Gates	Term expires June, 1989
Geraldine Healy-Coffin	Term expires June, 1987
John E. Wrobel, Jr. Chairman	Term expires June, 1987

POLICE CHIEF

Joseph R. Connell	Term expires June, 1987
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POLICE LIEUTENANT

Robert Welch	Term expires June, 1987
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AUXILIARY POLICE OFFICER

Austin Fitzsimmons	Term expires June, 1987
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TRAFFIC CONTROL OFFICERS

Michael J. Fronc	Term expires March 9, 1987
William J. Luppold, Jr.	Term expires March 9, 1987
Thomas J. McEnaney	Term expires March 9, 1987
Michael A. Rochon	Term expires March 9, 1987
William F. Wright, Jr.	Term expires March 9, 1987
Michael Perron	Term expires March 9, 1987

RECREATION COMMISSION

Larry Cormier	Term expires June, 1987
John Micavich	Term expires June, 1987
Donald Porteous, Chairman	Term expires June, 1987
John Krebs	Term expires June, 1987
William Barnett	Term expires June, 1987
Judith Ramirez, Secretary	Term expires June, 1987

REGIONAL TRAILS COMMITTEE

Marion Harman	Term expires June, 1988
Barbara Thornley	Term expires June, 1988
Susan Ferry	Term expires June, 1988

REGISTRARS OF VOTERS, REPUBLICAN

Wilbert Vaughn	Term expires March 31, 1988
Beverly Dearth	Term expires March 31, 1987

REGISTRAR OF VOTERS, DEMOCRAT

William Healy	Term expires March 31, 1989
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REGISTRAR CLERK, EX OFFICIO

Elaine McKenna	Term expires June, 1987
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RIGHT TO KNOW COMMITTEE

George Rogers, Municipal Coordinator	Term expires June, 1987
Charles Menzie, Acting Municipal Coordinator	Term expires June, 1987

ROUDENBUSH COMMUNITY CENTER COMMITTEE

Mary Jo Cassidy	Term expires June, 1988
Barbara Landino	Term expires June, 1987
Marcia Cady Dana	Term expires June, 1989
Ellen Harde, Chairman	Term expires June, 1988
Ann Hatton	Term expires June, 1987
Lee Thurston	Term expires June, 1987
Carol Shestok	Term expires June, 1988
Maria Borison	Term expires June, 1989

SCHOOL BUILDING STUDY COMMITTEE

George Murray, School Committee rep.	Term expires June, 1987
Harry Manuel, School Committee rep.	Term expires June, 1987
Robert Herrmann, Selectmen's rep.	Term expires June, 1987
Steve Boudreau	Term expires June, 1987
Paul Davies	Term expires June, 1987
Paul Alphen	Term expires June, 1987
Ron Golay	Term expires June, 1987
Rody Palmer	Term expires June, 1987
Gil Brown	Term expires June, 1987

SEALER OF WEIGHTS AND MEASURES

Huntington Wells	Term expires June, 1987
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SEWERAGE ADVISORY COMMITTEE

Robert Matley	Term expires June, 1988
Robert Jeffries	Term expires June, 1988
Thomas Mosscrop	Term expires June, 1987
Chet Cook	Term expires June, 1987
Robert Hicks	Term expires June, 1987
Steven Hansen	Term expires June, 1987
Charles Colburn	Term expires June, 1987
Harold Fletcher	Term expires June, 1987

NORTHEAST SOLID WASTE COMMITTEE (NESWC)

Kathy Cadigan, Alternate Rep.	Term expires April, 1988
Robert J. Halpin, Selectmen's Rep.	Term expires April, 1988

TAX POSSESSION SALE COMMITTEE

Norman K. Nesmith	Term expires Sept., 1987
Justin McCarthy	Term expires Sept., 1988
Steve McKenna	Term expires Sept., 1989

TOWN AIDE

Helena Crocker	Term expires June, 1987
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TOWN BUILDING SPACE STUDY COMMITTEE

Richard McNeil	Term expires June, 1987
Dorothy Swanson	Term expires June, 1987
Robert Halpin	Term expires June, 1987
Harry Manuel	Term expires June, 1987
Steven Boudreau, Chairman	Term expires June, 1987
Joseph Roy	Term expires June, 1987

TOWN COUNSEL

John Connell	Term expires June, 1987
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TOWN FOREST COMMITTEE

Ken Greeno	Term expires June, 1987
Carlton Rooks	Term expires June, 1987

TOWN MANAGEMENT STUDY COMMITTEE

Richard Walthers	Term expires June, 1987
Jeffrey Rider	Term expires June, 1987
Madonna McKenzie	Term expires June, 1987
John Cadigan	Term expires June, 1987
Ellen Harde	Term expires June, 1987
Jerry Berkowitz	Term expires June, 1987
Paul Alphen, Secretary	Term expires June, 1987
Mary Morton	Term expires June, 1987
Fred Radcliffe, Vice Chairman	Term expires June, 1987
Rick Bahnick, Chairman	Term expires June, 1987
Sam Frank	Term expires June, 1987

TRANSFER STATION SITE SELECTION COMMITTEE

Robert Tierney	Term expires June, 1987
Ellen Harde, Chairman	Term expires June, 1987
Peter Dunigan	Term expires June, 1987
William Pude	Term expires June, 1987
Stephen Young	Term expires June, 1987
Roger LaChance	Term expires June, 1987

VETERAN'S AGENT

Helena Crocker	Term expires June, 1987
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VETERAN'S SERVICES DIRECTOR

Robert P. Tierney	Term expires June, 1987
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VETERAN'S GRAVES OFFICER

James L. Healy, Sr.	Term expires June, 1987
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WETLANDS BYLAW STUDY COMMITTEE

Patricia Loring	Term expires June, 1987
William McClellan	Term expires June, 1987
Kenneth Greeno	Term expires June, 1987
Donald Gayla	Term expires June, 1987
Deborah Baker	Term expires June, 1987
Kathy Fortin	Term expires June, 1987
Rody Palmer	Term expires June, 1987
Scott MacKay	Term expires June, 1987
Alan Fletcher	Term expires June, 1987

WEIGHER OF GENERAL COMMODITIES

Robert Nardone	Term expires June, 1987
Anthony Nardone	Term expires June, 1987
Albert Nardone	Term expires June, 1987
James Nardone	Term expires June, 1987
Donald MacMillan	Term expires June, 1987

WEIGHER OF GRANITE

Gloria Brown	Term expires June, 1987
Edward Chouinard	Term expires June, 1987
John Laird	Term expires June, 1987
Roger Masson	Term expires June, 1987
Joseph Simard	Term expires June, 1987
William K. Green	Term expires June, 1987
Sheila Berard	Term expires June, 1987

WEIGHER OF COMMODITIES

Robert Durant	Term expires June, 1987
Donald Kehoe	Term expires June, 1987
Bradford Pope	Term expires June, 1987
Joseph Kimpton	Term expires June, 1987
Thomas Emanuello	Term expires June, 1987
John Minelli	Term expires June, 1987
George Eaton	Term expires June, 1987
Paul Taurasi	Term expires June, 1987

WESTFORD POLICE DEPARTMENT ROSTER

CHIEF OF POLICE

Joseph R. Connell

LIEUTENANT

Robert M. Welch, Jr.

SERGEANTS

Edward Cossette
David Hogg
Timothy Pomerleau

Edward Rochon
Joseph Roy
John Tzikopoulos

PATROLMEN

Bennett, Joseph
Buckley, Mark
Caron, John
Connell, David
Duggan, William
Haran, Patrick
Hazel, Michael
Higgins, George
Jelley, Michael

Mack, Scott
McEnaney, Thomas
Perciballi, Michael
Reese, Kevin
Rivard, Arthur
Sullivan, Kevin
Timothy, Stephen
Walker, Joseph
Wright, William

Peachey, Raymond - Safety Officer

CRIMINAL BUREAU

George MacGregor - Inspector

Hervey Cote - Inspector

Terence Kane - Juvenile Officer

INTERMITTENTS

Balzotti, Gregory
Barrett, Richard
Finn, William
Kelley, Robert

Murray, Joseph
Perron, Michael
Shea, Walter
Waldron, Steven

TRAFFIC CONTROL OFFICERS

Cahill, William
Caron, Gary
Emond, Gerard
Fronc, Michael
Kendall, Kimberly
Luppold, William

Lyons, William
Murray, William
O'Donnell, Daniel
Rochon, Michael
Spinney, James
Whitlock, Michael

TRAFFIC SUPERVISORS

Buchanan, Barbara
Curley, Sheila
Duggan, Florence

Hill, Mary
Mascianica, Patricia
Nutt, Diane

DOG OFFICER

George Fletcher

CONSTABLES

William MacMillan
Walter McAvoy

REPORT OF THE BOARD OF REGISTRARS

The Board of Registrars conducted the Annual Listing which resulted in the printing of Street List Books, Precinct Lists of Registered Voters, Dog Owner Lists, Alphabetical List of Residents and the Jury Selection List for Westford residents.

Registration sessions for new voters were held for the Town Elections in May and October, State Elections in September and November and Town Meetings in May and September. A total of 8,151 Registered Voters were listed at the close of Registration for the November State Election.

Democrats - 3,416 Republicans - 306
Unenrolled (Independent) - 3,574

The Board held 14 sessions to register new voters and met twice to certify signatures on nomination papers (received 68 papers and certified 1,290 signatures), met twice to certify signatures on Initiative Petitions (received 52 papers and certified 257 signatures).

Meetings were also held to prepare ballot boxes for Town and State Elections and to assist with voter status of Election days.

Respectfully submitted,

Board of Registrars

Wilbert L. Vaughn, Chairman
Beverly J. Dearth
William R. Healy
Elaine V. McKenna, Clerk

ELECTION WORKERS - 1986

ENROLLED AS DEMOCRAT

Barret, Marjorie
 Boudreau, Steven
 Brule, Paula
 Cantin, Dorothy
 Cassidy, Norma
 Clark, Leo
 Coffin, Dini Healy
 Considine, Frances
 Cote, Mary
 Crocker, Helena
 Croteau, Mary Lou
 Denisevich, Anthony
 Denisevich, Cecelia
 Desmond, Helen
 Drake, Muriel
 Ducharme, Audrey
 Enwright, Pat
 Fellows, Katherine
 Forest, Frances
 Gallardo, Marilyn
 Healy, Dorothy
 Hill, Mary
 Holmes, Diane
 Howe, Charles
 Howe, Lillian
 Jeray, Frank
 Kelly, John
 Koziol, Mary
 Lord, Philip
 Maciak, Elaine
 Martin, Mary
 McCusker, Ann
 McCusker, Laura
 McCusker, Richard
 McKenna, Laura
 McKenna, William
 Mealey, Arthur
 Mitchell, Kathleen
 Mongan, Barbara
 Morton, Mary
 Murphy, Pat
 Pioli, Joan
 Regan, Ellen
 Ricard, Anita
 Ricard, Viateur

ENROLLED AS DEMOCRAT (Cont'd)

Shuckhart, Paulette
 St.Gelais, Marhorie
 Sullivan, Veronica
 Szylvian, Edmund
 Szylvian, Irene
 Taylor, Jean
 Teague, M. Kathleen
 Teller, Emily
 Tremble, Cynthia
 Trubey, Mary
 VanLandeghem, Eleanor
 Walthers, Linda
 Watson, Denis
 Webster, JoAnn
 Woznac, Irene
 Zusin, Carol

ENROLLED AS REPUBLICAN

Aranyi, Barbara
 Basner, Grace
 Benson, Carl
 Benson, Ruby
 Blowey, Reginald
 Bonner, Sue
 Brewer, Barbara
 Caless, Mary
 Carson, Bonnie
 Chamberlain, Ruth
 Cook, Laurie
 Cornwall, Bertha
 Cornwall, Susan
 Dalton, Gladys
 Day, Alice
 Earnshaw, Robert
 Eliassen, Adelaide
 Fletcher, Frances
 Foster, Donna
 Gagnon, Jeannette
 Galvin, Kathleen
 Hall, Ruth
 Hinckley, Ralph
 Jackson, Mary
 Jewett, Lois
 Johnson, Mary Jo

ELECTION WORKERS - 1986 (Cont'd)

ENROLLED AS REPUBLICAN (Cont'd)

Jordan, Dot
Karkota, Frank
Kronlund, Elaine
Lorentzen, Dorothy
Luciano, Frank
Luciano, Marjorie
Lyons, Helen
MacPherson, Ian
MacQuarrie, Marion
Malone, Mae
Marchand, Ruth
Picking, Bernice
Pude, Christine
Rautenberg, Diane
Robinson, Donald
Roper, Cynthia
Russell, Jacqueline
Sambito, Madeline
Tuttle, Shirley
VanNorden, Mary
Vaughn, Edith
Vaughn, JoAnn
Whitney, JoAnn
Whitney, Robert
Wilder, Arnold
Wyman, Nancy

ENROLLED AS INDEPENDENT (Unenrolled)

Cantin, Ray
Door, Emily
English, Constance
English, Lewis
Gagnon, Patricia
Harde, Ellen
L'Hussier, Dorothy
Lehan, Betty
Mabee, Claire
MacMillan, Rena
Melvin, Barbara
Schmeichel, Phyllis
Williams, Patricia

TOWN ELECTION - MAY 6, 1986

	PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
Total Ballots Cast	370	272	337	323	1302

SELECTMEN - 3 yrs. (2)

* David Earl	254	174	195	224	847
* Geoffrey Hall	257	201	234	252	944
Roy Chaisson	124	86	135	97	442
All Others	---	---	2	---	2
Blanks	105	83	108	73	369

ASSESSOR - 3 yrs. (1)

Chris Conton	4	---	---	---	4
Pat Holmes	---	---	3	---	3
Robert Jurewicz	3	4	6	---	13
Richard McCusker	1	---	5	---	6
Bruce Stewart	17	2	1	2	22
Blanks	334	255	315	312	1216

SCHOOL COMMITTEE- 3 yrs. (2)

* George Murray	258	188	227	237	910
* Cathy Lane	263	187	250	244	944
All Others	1	1	---	---	2
Blanks	218	168	197	165	748

BOARD OF HEALTH - 3 yrs. (2)

* Carolyn Cochrane	275	189	230	232	926
* Robert LeGacy	248	190	247	242	927
All Others	---	1	8	---	9
Blanks	217	164	189	172	742

TREASURER COLLECTOR - 3 yrs. (1)

* Paula Brule	291	237	276	278	1082
All Others	---	---	1	---	1
Blanks	79	35	60	45	219

	PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
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WATER COMMISSIONER - 3 yrs. (1)

* Robert Hunt	264	213	260	256	993
All Others	---	---	---	2	2
Blanks	106	59	77	65	307

PLANNING BOARD - 5 yrs. (1)

* Joseph Guthrie	162	143	266	184	755
C. Thomas Paul	192	117	64	128	501
Blanks	16	12	7	11	46

PLANNING BOARD - 1 yr. (Un-expired Term) (1)

* Richard Walthers	277	197	250	250	974
All Others	---	1	2	---	3
Blanks	93	74	85	73	325

J.V. FLETCHER LIBRARY TRUSTEES - 3 yrs. (2)

* Mancy Russo	280	201	249	255	985
* Dorothy Swanson	281	204	244	255	984
All Others	---	---	---	1	1
Blanks	179	139	181	135	634

TREE WARDEN - 3 yrs. (1)

* Kenneth Greeno	261	207	252	248	968
All Others	---	1	---	---	1
Blanks	109	64	85	75	333

CEMETERY COMMISSIONER - 3 Yrs. (1)

* Michael Durand	257	209	252	247	965
All Others	---	---	---	1	1
Blanks	113	63	85	75	336

HOUSING AUTHORITY - 5 yrs. (1)

* William S. McKenna	298	220	272	263	1053
Blanks	72	52	65	60	249

ANNUAL TOWN MEETING 5-10-86

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at Abbot Middle School on Saturday, May 10, 1986, called to commence at 10:00 a.m., the following business was transacted:

Election Officers, using voting lists, acted as tellers at the doors. The attendance was 217.

William Kavanagh, Town Moderator, called the meeting to order at 10:00 a.m.

ARTICLE 1. Town Officers and Committees had no verbal reports to present and written reports are contained in the 1985 Annual Town Reports.

ARTICLE 2. It was voted unanimously that salaries and compensation for the following elected officers of the Town be established as follows, effective July 1, 1986:

Board of Assessor Member	\$ 500
Cemetery Commissioner	200
Board of Health Member	250
Selectmen	
Chairman	1100
Other Members	950
Town Clerk	22,149
Treasurer/Tax Collector	22,256
Tree Warden	100
Water Commissioner	400

(Finance Committee Approved)

ARTICLE 3. It was voted unanimously (Unless indicated * = Carried) that the Town amend all or part of the consolidated Classification Plan, Compensation Plan and Personnel By-laws of the Town as follows, effective July 1, 1986.

By striking in its entirety, Section 3 and inserting in place thereof the following Section 3:

Section 3. The Classification and Wage Plan (effective July 1, 1986)

(a) All increases and classification changes after July 1, 1986, shall not take effect until approved by the Personnel Board.

LIBRARY PAGE \$ 3.75

	Minimum	Maximum
PERM. FIRE FIGHTER/EMT	8.80	10.43
CALL FIREFIGHTER	9.10 *	
CALL FIRE LIEUTENANT	9.33 *	
CALL FIRE CAPTAIN	9.48 *	
CALL FIRE DEPUTY CHIEF	9.89 *	
SELECTMEN HEAD CLERK	8.28	10.99
ASSISTANT ASSESSOR**	21,600.00	33,230.00
BUILDING COMMISSIONER**	19,825.00	30,500.00
COMMUNITY CENTER DIRECTOR**	17,657.00	27,165.00
HEALTH AGENT/SANITARIAN**	19,125.00	29,420.00
POLICE LIEUTENANT**	24,268.00	37,335.00
FIRE CHIEF**	25,275.00	28,885.00
HIGHWAY SUPERINTENDENT**	24,830.00	38,200.00
LIBRARY DIRECTOR**	18,463.00	28,405.00
LIBRARY ASST. DIRECTOR**	16,760.00	25,785.00
STAFF LIBRARIAN**	14,376.00	22,117.00
FINANCIAL MANAGER**	22,704.00	34,930.00
WATER SUPERINTENDENT**	22,100.00	34,000.00
PLAN. BD./CONS. COMM. COORD.**	16,250.00	25,000.00

** PER ANNUM

(b) A 10% shift differential will be paid after 6:00 p.m. for all regularly scheduled hours, for the positions of Selectmen's Head Clerk and Library Page, unless overtime applies.

(c) The Call Fire Personnel shall receive a minimum of two (2) hours at the designated hourly rate when called upon to work at fires and emergency situations.

By inserting a new paragraph in Section 3:

(d) Permanent Full-Time Firefighter/EMT Personnel will be provided a clothing allowance of \$300, to be used as \$200 for clothing and \$100 for safety shoes. The clothing allowance will be administered at the discretion of the Fire Chief.

(Finance Committee Approved)

ARTICLE 4. It was voted unanimously (Unless indicated * = Carried) That the following sums be raised and appropriated for the ensuing fiscal year (July 1, 1986 - June 30, 1987) for the several specific purposes hereinafter designated and that the sums be expended for such purposes under the direction of the respective Officers, Boards and Committees:

ACCT.#	DESCRIPTION	AMOUNT
SELECTMEN		
100	Selectmen Salaries	\$ 4,900
102	Executive Secretary Salary	33,170
102a	Clerical Salary	18,096
102b	Clerical Salary	9,678
	Total Salaries	65,844
101	Office Expense	7,065
101a	Labor Counsel	12,000
145	Comprehensive Insurance	305,000
146	Unemployment	20,000
147	Health Insurance	320,000
151	Town Publication	7,500
152	Memorial Day	1,000
153	Veterans Quarters	900
154	Legal Ads	3,500
158	NMAC	3,828
158a	Shared Traffic Engineer	5,000
159	Misc. Appointed Committee Expenses	500
701	Employee Retirement	376,000*
164	Engineering - Broadway Bridge	20,000
165	Codify Bylaws	7,500
700b	Accumulated Sick Leave Fund	20,000
	Total Operating Expenses	1,109,793
	GRAND TOTAL	\$ 1,175,637
SELECTMEN - TOWN HOUSE		
120	Custodian Salary	8,570
121	Town Hall Expenses	58,500
122	Police/Fire Station Expenses	19,865
	Total Operating Expenses	78,365

SELECTMEN - TOWN HOUSE (Cont'd)

121b	Word Processing Peripheral Equip.	6,300
121f	Photocopier Town Hall	7,700
121o	Repair Roof Flashing Town Hall	18,000
121p	Board of Health Office	4,000
121q	Networked Computer System	109,000*
121r	Paint Town Hall	12,000
1221	Building Repair (Fire House)	3,500

Total Capital Town House 160,500

GRAND TOTAL \$ 247,435

FINANCE DIRECTOR/ACCOUNTANT

014	Finance Dir./Acct. Salary	31,000
104a	Clerical Salary	6,400

Total Salaries 37,400

105	Office Expenses	860
105a	Audit	15,000

Total Operating Expenses 15,860

GRAND TOTAL \$ 53,260

104b Transfer form EOCD Grant \$ (11,000)

NET \$ 42,260

TREASURER/COLLECTOR

106	Treasurer/Collector Salary	22,256
106a	Clerical Salaries	50,893

Total Salaries 73,149

107	Operating Expenses	35,280
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GRAND TOTAL \$ 108,429

ASSESSORS

108	Assessor Salaries	1,500
108a	Clerical Salaries	38,341
108b	Assistant Assessor Salary	31,741
108c	Temporary Clerical Help	° 1,529

Total Salaries 73,111

ASSESSORS (Cont'd)

109	Office Expenses	14,715	
109a	CLT Software Maintenance	9,500	
	Total Operating Expenses	24,215	
	GRAND TOTAL		\$ 97,326

TOWN AIDE/VETERANS' AGENT

110	Aide/Agent Salary	22,536	
110a	Clerical Salary	18,143	
	Total Salaries	40,679	
111	Office Expenses	2,110	
111a	Veterans' Services	30,000	
	Total Operating Expenses	32,110	
	GRAND TOTAL		\$ 72,789

TOWN COUNSEL

112	Town Counsel Retainer	31,350	
113	Office Expenses	4,950	
113a	Special Counsel Expenses	2,500	
	Total Operating Expenses	7,450	
	GRAND TOTAL		\$ 38,800

TOWN CLERK

114	Town Clerk Salary	22,149	
114a	Clerical Salary	16,715	
114b	Town Clerk Recording Fees	350	
	Total Salaries	39,214	
115	Operating Expenses	1,290	
	GRAND TOTAL		\$ 40,504

REGISTRATION/ELECTION

116	Registrars Salaries	3,750	
116a	Election Worker Salaries	7,800	
116b	Street Listing	6,600	
116c	Town Clerk Salary	400	
	Total Salaries	18,550	
117	Operating Expenses	7,495	
	GRAND TOTAL		\$ 26,045

COMMUNITY CENTER

124	Director Salary	23,400	
124a	Clerical Salary	16,297	
124b	Maintenance/Custodian Salaries	19,499	
	Total Salaries	59,196	
125	Operating Expenses	20,863	
	GRAND TOTAL		\$ 80,059
125a	Transfer from Roudenbush	(22,863)	
	NET		\$ 57,196

PLANNING BOARD

126	Clerical Salary	2,600	
129	Planning/Conservation Coordinator	12,000	
	Total Salaries	14,600	
127	Office Expenses	3,795	
127a	Consultant/Engineering Fees		20,000
	Total Operating Expenses	23,795	
	GRAND TOTAL		\$ 38,395

CONSERVATION COMMISSION

128	Clerical Salary	2,600
128b	Planning/Conservation Coordinator	12,000
	Total Salaries	14,600

CONSERVATION COMMISSION (Cont'd)

128a	Office Expenses	1,320	
128c	Engineering Fees	10,000	
128d	Land Acquisition Expenses	4,000	
	Total Operating Expenses	15,320	
	GRAND TOTAL		\$ 29,920

PERSONNEL BOARD

130	Clerical Salary	2,512	
130a	Office Expenses	605	
130b	New Employee Physical Exams		670
130c	Consulting Fees	1,000	
	Total Operating Expenses	2,275	
	GRAND TOTAL		\$ 4,787

BOARD OF APPEALS

131	Clerical Salary	1,650	
131a	Operating Expenses	1,550	
	GRAND TOTAL		\$ 3,200

FINANCE COMMITTEE

132	Clerical Salary	2,489	
132a	Office Expenses	475	
700	Reserve Fund	60,000	
	Total Operating Expenses	60,475	
	GRAND TOTAL		\$ 62,964

CAPITAL OUTLAY COMMITTEE

133	Operating Expenses	75	
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CABLE TV COMMITTEE

135	Clerical Salary	530
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135a	Operating Expenses	306
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GRAND TOTAL		\$	836
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COUNCIL ON AGING

136b	Office Expenses	2,425
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136c	General Program	935
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136d	General Recreation	2,600
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136b	Health and Nutrition	1,250
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137	Homemaker Services	637
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138	Retired Senior Volunteer Program	300
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139	Merrimack Valley Legal Services	600
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140	Respite Care Program	4,370
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Total Operating Expenses	13,117
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GRAND TOTAL		\$	13,117
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HISTORIC COMMISSION

157	Museum Operating Expenses	\$	1,700
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TOWN MANAGEMENT STUDY COMMITTEE

163	Operating Expenses	\$	500
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POLICE DEPARTMENT

200	Police Chief Salary	44,940
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200x	Lieutenant Salary	35,289
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200a	Sergeants Salaries	193,910
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200a	Patrolmen Salaries	434,060
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200c	Clerical Salaries	69,701
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200d	Traffic Supervisor Salaries	21,250
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200e	Custodian Salary	4,732
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200f	Dispatcher Salaries	67,882
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200g	Matron Salaries	1,815
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200h	Court Time	8,700
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200i	Paid Details	9,159
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200j	Overtime	110,595
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200k	Training	11,029
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200l	Shift Differential	10,900
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200m	Education Incentive	1,000
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Total Salaries	1,024,962
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POLICE DEPARTMENT (Cont'd)

201	Operating Expenses	144,609	
203	Cruisers	55,000	
204b	Street Marking Paint	3,500	
204u	Portable Radio	3,400	
204v	Photo I.D. Camera	2,000	
204w	Video Recorder	3,000	
	Total Capital	66,900	
	GRAND TOTAL		\$ 1,236,471
200a	Transfer from Revenue Sharing		\$ (162,000)
	NET		\$ 1,074,471

FIRE DEPARTMENT

206	Fire Chief Salary	34,112	
206d	Switchboard Operator Salary		23,229
206e	Firemen/EMT Salaries	169,667	
	Total Salaries	227,008	
209	Operating Expenses	45,720	
209q	Air Compressor	13,000	
209r	Portable Radios	3,000	
209s	Fire Hose	4,670	
	Total Capital	20,670	
	GRAND TOTAL		\$ 293,398

DOG OFFICER

210	Dog Officer Salary	19,743	
210a	Assistant Dog Officer Salary	3,475	
	Total Salaries	23,218	
211	Operating Expenses	6,643	
	GRAND TOTAL		\$ 29,861

INSPECTION DEPARTMENT

214	Building Inspector Salary	29,981
214a	Assistant Inspector Salary	2,201
218	Plumbing Inspector Salary	10,912
220	Wiring Inspector Salary	14,770
222	Gas Inspector Salary	4,358
216	Clerical Salary	14,053

Total Salaries	76,275
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217	Operating Expenses	9,945
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GRAND TOTAL		\$	86,220
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TREE DEPARTMENT

225	Tree Warden Salary	100
226	General Expenses	10,000
227	New Trees and Pruning	4,970
228	Dutch Elm Control	2,800
229	Pest Control	2,000

Total Operating Expenses	19,700
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GRAND TOTAL		\$	19,870
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CIVIL DEFENSE

230	Operating Expenses	\$	3,000
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SEALER OF WEIGHTS AND MEASURES

232a	Sealer Salary	1,500
232b	Operating Expenses	150

GRAND TOTAL		\$	1,650
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HEALTH DEPARTMENT

300	Board of Health Salaries	1,250
300a	Clerical Salaries	16,096
300b	Sanitarian	26,000
304	Animal Inspector Salary	800
305	Stable Inspector Salary	450
306	Dead Animal Removal Agent	1,250
309	Pump and Well Inspector Salary	3,000

Total Salaries	48,846
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HEALTH DEPARTMENT (Cont'd)

301	Office Expenses	5,575
302	SHARE, Inc.	9,701
303	Nashoba Board of Health	7,381
307	Contagious Disease	250
308	Nursing Service	8,500
310	Water Tests	4,000
311	Engineering & Prof. Fees	20,000

Total Operating Expenses 55,407

313	Office Furniture & Equip.	2,100
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GRAND TOTAL \$ 106,353

HIGHWAY DEPARTMENT

400	Street Lights	56,400
400a	Traffic Control	1,500
401	Snow and Ice Removal	319,654
402	Town Roads	165,862
403	Drainage	22,709
404	Street Signs	2,612
405	Sidewalks	2,200
406	Parks	35,996
407	Machinery and Equipment	69,250
408	Materials	102,000
411	Tipping Fees	230,400
409	Curbside Pickup	307,840

Total Salary/Operating Exp. 1,316,423

408a	Trucks	87,924
408d	Mobile Radios	1,550
408n	Materials Spreader	7,450
408o	Mower	13,048
408p	Brush Chipper	12,287
408q	Snow Plows	7,537
408r	Scarifier	3,000

Total Capital 132,796

GRAND TOTAL \$ 1,449,219

WATER DEPARTMENT

500	Superintendent Salary	34,405
500a	Commissioner Salaries	1,200
500b	Worker Salaries	101,791
500c	Clerical Salaries	36,753
500d	Overtime	17,368
500e	Flushing	15,500

Total Salaries 207,017

501	Office Expenses	103,426
501a	Maintenance Expenses	32,195
501b	Pipes and Supplies	65,000
510	Analysis Town Wells	6,000

Total Operating Expenses 206,621

503h	Computer Equipment (Network)	24,000
503i	Backhoe	21,043

Total Capital 45,043

GRAND TOTAL \$ 458,681

CEMETERY DEPARTMENT

550	Superintendent Salary	19,076	
550a	Maintenance/Laborer Salaries		8,300
552	Commissioner Salaries	600	

Total Salaries 27,976

553	Office Expenses	6,040
553a	Backhoe Service	3,000
553c	Other Expenses	2,200

Total Operating Expenses 11,240

553p	Riding Mower	5,200
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GRAND TOTAL \$ 44,416

551	Transfer from Trust Fund Income	(10,800)
551a	Transfer from Sale of Lots	(5,781)

NET \$ 27,835

600	SCHOOL DEPARTMENT		\$ 9,225,000
630	NASHOBA VALLEY TECHNICAL HIGH SCHOOL		\$ 477,273
	LIBRARY		
650	Director Salary	27,264	
650a	Assistant Director Salary	23,644	
650e	Librarian Salaries	49,861	
650b	Library Assistant Salaries	89,041	
650c	Clerical Salary	13,003	
650d	Custodian Salary	7,933	
	Total Salaries	210,746	
651	Operating Expenses	88,270	
652o	Lettering Machine	840	
	GRAND TOTAL		\$ 299,856
653	Transfer from Dog Fund		(1,666)
	NET		\$ 298,190

RECREATION COMMISSION

750	Town Beaches	21,855	
751	Summer Parks	5,490	
752	Baseball	11,440	
754	Football	4,386	
755	Basketball	3,680	
756a	Service Account	5,003	
756b	Track	905	
758	Maintenance	7,958	
759	Administration	1,735	
	GRAND TOTAL		\$ 62,452

(Finance Committee Report)

ARTICLE 5. It was voted that the Town authorize the Town Treasurer, with the approval of the Selectmen, to borrow money from time to time in anticipation of the revenue of the financial year beginning July 1, 1986, in accordance with Chapter 44, Section 4 of the General Laws, and to issue a note or notes therefor, payable within one year, and to renew any note or notes as may be given for a period of less than one year in accordance with Chapter 44, Section 17 of the General Laws. (Finance Committee Approved)

ARTICLE 6. It was voted to dismiss this Article.

ARTICLE 7. It was voted that the Town appropriate the sum of \$ 43,419.00 from the proceeds to be available from the Commonwealth under Chapter 140 of the Acts of 1985 for the construction and/or improvement of Carlisle Rd., as requested by the Selectmen.

(Finance Committee Approved)

ARTICLE 8. It was voted to dismiss this Article.

ARTICLE 9. It was voted that the Town accept as and for a Town Way Robbins Road as laid out by the Selectmen and duly filed with the Town Clerk. (Finance Committee Approved)

ARTICLE 10. It failed for the lack of a majority (Yes 97 No 97) that the Town adopt a resolution as follows:

WHEREAS, the Union of Soviet Socialist Republics has initiated a Comprehensive Nuclear Test Ban as of August 5, 1985, to extend to December 31, 1985 without condition; and

WHEREAS, the Union of Soviet Socialist Republics has extended this Comprehensive Test Ban until March 30, 1986; and

WHEREAS, we now stand on the threshold of an opportunity for meaningful control of nuclear weapons proliferation through mutual and verifiable restraints by the United States and the Union of Soviet Socialist Republics;

Be it therefor RESOLVED that, the Town of Westford, acting through its Annual Town Meeting, asks its elected member of Congress and President Reagan to initiate a comprehensive test ban immediately and to extend this reciprocal challenge for a mutually observed period of time.

ARTICLE 11. It was voted to dismiss this Article.

ARTICLE 12. It was voted that the Town amend its By-laws by adding a new Article XXVII - Non Criminal Disposition:

"Any town board or official taking cognizance of a violation of a specific ordinance, by-law, rule or regulation which he or she is empowered to enforce, hereinafter referred to as the "enforcing person", as an alternative to initiating criminal proceedings, may give the offender a notice of violation and the opportunity to dispose of the violation utilizing the non-criminal proceedings and procedures provided for in Chapter 40, Section 21D of the Massachusetts General Laws."

And renumber Article XXVII as it presently reads as Article XXVIII.

ARTICLE 13. It failed for the lack of a 2/3 majority (Yes 107 No 62) that the Town amend its Zoning By-Law, as set forth below:

At the end of section 5.1.5, add the following new sentence:

As an exception to the above, subject to the approval of the Planning Board and the Conservation Commission, provisions may be made for all or part of the common land to be owned by the Town of Westford.

ARTICLE 14. It was voted (with a 2/3 majority - Yes 138 No 32) that the Town amend its Zoning By-Law, as set forth below:

Amend Section 3.3, Table of Use Regulations, Accessory Uses, by deleting No. 5 as it presently reads and replacing it with the following new section:

5. Accessory storage of one trailer or of one unregistered automobile and trailer, provided that
i.) it shall be stored either within the principal or an accessory building; or
ii.) shall be stored in the rear yard of the premises not less than 35 feet from side or rear lot lines and screened from public view.
No such automobile or trailer shall be used for dwelling purposed nor shall such automobile or trailer be stored as an accessory use when it has been rendered inoperable by dismantling or removing parts.

RM	RA	RB	B	CH	IH	IA	IB	IC	ID	BL
-	P	P	P	P	P	P	P	P	P	P

ARTICLE 15. It was voted to dismiss this Article.

ARTICLE 16. It was voted unanimously that the Town amend its Zoning By-Law, as set forth below:

Amend Section 3.3, Table of Use Regulations, Accessory Uses, by deleting No. 8 as it presently reads and replacing it with the following new section:

8. Outside or inside storage accessory to the operation and conduct of a permitted use, provided that if outside, 1. the storage shall be in the rear yard or not less than 35 feet from any side lot line and the storage shall be screened from adjacent public ways; or if inside, 2. shall not exceed 30% of the gross floor area of the building.

RM	RE	RB	B	CH	IH	IA	IB	IC	ID	BL
--	P	P	P	P	P	P	P	P	P	P

ARTICLE 17. It was voted unanimously that the Town amend its Zoning By-law, as set forth below:

Amend Section 4.4.11.1 of that by-law as it presently reads by changing the first sentence as follows:

Where a side or rear lot line of a development in a Commercial Highway District, Industrial Highway District, Industrial C, Industrial D, or Limited Business District adjoins a Residential District, the owner of such development shall maintain as open space a strip of land extending inward at least 50 feet from said side or rear zoning district lines.

ARTICLE 18. It was voted unanimously that the Town amend its Zoning By-law, as set forth below:

Open Space Residential Development, Amend Section 5.1.4 Other Design Requirements, as it presently reads by deleting the words

"...public water system or private communal water systems which conform with all applicable regulations of the Commonwealth of Massachusetts and the Town of Westford."

and replacing them with:

"...a water system approved by the Planning Board under the Special Permit Process with the recommendation of the Conservation Commission and the Board of Health of the Town of Westford."

ARTICLE 19. It was voted unanimously that the Town amend its Zoning By-law, as set forth below:

Amend Section 5.3, Site Plan Review; 5.3.2 Contents of Application by replacing it as follows

a. Site Plan(s) showing all lot lines and setbacks, zoning district boundaries, wetlands, all existing and proposed topography (2 foot contour intervals), buildings, structures, signs, parking and loading spaces, the limits of all paving, and all facilities for sewage, waste disposal, drainage and underground utilities.

b. A written statement detailing the proposed use and the design characteristics for the development, including but not limited to exterior building materials, architectural treatment, street furniture including all signs, both freestanding and attached, and the site and building landscaping.

ARTICLE 20. It was voted unanimously that the Town amend its Zoning By-law as set forth below:

Amend Section 5.4, Signs, specifically Sections 5.4.7.2.g. and h. by replacing them as follows:

g. During construction of a new building, a freestanding pole or ground sign may be erected upon the premises to identify the building, the owner, the contractor, the architect or the engineers, as well as advertise the rental, sale or lease of the premises, provided such a sign shall not exceed thirty-two (32) square feet in area or ten (10) feet in width or height. Each sign shall be removed within seven (7) days of issuance of an occupancy permit. If such a sign permit is sought and approved, then no such sign as described in paragraph (h.) below shall be allowed.

h. If no permit for a sign is sought under paragraph (g.) then one wall sign, freestanding pole or ground sign, or temporary sign not exceeding twelve (12) square feet in area, advertising the rental, lease or sale of the premises is allowed without a permit, provided, however, that such a sign be removed within seven (7) days of the rental, lease or sale of the premises.

ARTICLE 21. It was voted unanimously that the Town amend its Zoning By-law, as set forth below:

Amend Section 4.2, Table of Dimensional Controls and Density Regulations, specifically, Minimum Open Space (% of lot area) as it presently reads and replacing it as follows:

Minimum Open Space
(% of Lot Area)
Lots less than
80,000 sq. ft.

RM	RA	RB	B	CH	CH(PCD)	IA	IB	IH	IC	ID	BL
c	c	c	30%r	30%r	30%r	30%r	30%r	30%r	30%r	50%r	50%r

Lots of 80,000
sq. ft. or more

RM	RA	RB	B	CH	CH(PCD)	IA	IB	IH	IC	ID	BL
c	c	c	30%r	50%r	50%r	30%r	30%r	50%r	30%r	50%r	50%r

All footnotes remain in effect.

ARTICLE 22. It was voted that the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$10,000.00, or some other sum, for the purpose of funding engineering analysis and feasibility studies of several potential sites for a municipal solid waste transfer station, this sum to be expended under the jurisdiction of the Selectmen and the Transfer Station Site Selection Committee.
(Finance Committee Disapproved 4-1)

ARTICLE 23. It was voted that Town will vote to raise and appropriate the sum of \$ 175,000.00 for the purpose of preparing and obtaining new Assessor Tax Maps to be used by all Town Departments based on specifications approved by the Board of Selectmen.

ARTICLE 24. It was voted to dismiss this Article.

ARTICLE 25. It was voted that the Town establish the fees for certain certificates issued by the Town Clerk as authorized by Chapter 262 of the Massachusetts General Laws as set forth below:

- a. Copies of Certified Birth, Death and Marriage Records (heretofore provided at \$2.00) shall be provided at \$3.00;
- b. Marriage Licenses (formerly granted at a cost of \$4.00) shall be granted at a cost of \$10.00;
- c. "Doing Business As" Certificates (formerly provided at a cost of \$1.00) shall be provided at a cost of \$10.00.

(Finance Committee Approved)

ARTICLE 26. It was voted that the Town transfer the sum of \$5,000.00 the IT Legal Defense Fund established under Article 7 of the Special Town Meeting held October 15, 1981, for the purpose of establishing a Special Counsel legal Fund on behalf of the Town, this fund to be under the jurisdiction of the Selectmen.

(Finance Committee Approved)

ARTICLE 27. It was voted unanimously that Town amend its By-laws to include a new article establishing fees, as set forth below, for the Sealer of Weights and Measures, as authorized by Chapter 98, Section 56 of the Massachusetts General Laws, as follows:

ARTICLE XXVIII - SEALER OF WEIGHTS AND MEASURES FEES

"Fees for the sealing of weighing and measuring devices within the Town of Westford are hereby established as set forth below:

- a. Each scale with a weighing capacity equal to or greater than 10,000 lbs. one hundred (\$100.00) dollars;

- b. Each scale with a weighing capacity of 5,000 lbs. to 9,999 lbs. fifty (\$50.00) dollars; •
- c. Each scale with a weighing capacity of 1,000 lbs. to 4,999 lbs, twenty five (\$25.00) dollars;
- d. Each scale with a weighing capacity of 100 lbs. to 999 lbs, fifteen (\$15.00) dollars;
- e. Each scale or balance with a weighing capacity of 10 lbs. to 99 lbs., ten (\$10.00) dollars;
- f. Each scale or balance with a weighing capacity of less than 10 lbs., five (\$5.00) dollars.
- g. Each liquid capacity measure, except vehicle tanks, of the capacity of more than one (1) gallon and measures on pumps, five dollars.
- h. Each liquid measuring meter, except water meters, the diameter of the inlet pipe of which is one half inch or less, five dollars; more than one half inch but less than one inch, ten dollars; for each such type of liquid measuring meter the diameter of which is more than one inch, the following shall apply: vehicle-tank pump, fifteen dollars; vehicle-tank gravity, thirty dollars; bulk storage, fifty dollars; bulk storage user furnished certified prover, twenty dollars.
- i. Each taximeter or measuring device used upon vehicles to determine the cost of transportation; ten dollars.
- j. Each machine or other mechanical device used for determining linear or area measurement, ten dollars.
- k. Milk bottle or jars, four dollars per gross.
- l. Vehicle tanks used in the sale of commodities by liquid measures charged by each hundred gallons or fraction thereof, on dollar. An additional fee of two dollars per sealed indicator shall be received.
- m. All weights and other measures, one dollar each."

And to renumber Article XXVIII as it presently reads to Article XXIX.

ARTICLE 29. It was voted to dismiss this Article.

ARTICLE 34. It was voted to dismiss this Article.

ARTICLE 35. It was voted to dismiss this Article.

ARTICLE 36. It was voted to dismiss this Article.

ARTICLE 37. It was voted Yes 217 No 57 that the sum of Two Million Two Hundred and Eighty Thousand Dollars (\$2,280,000.00) is hereby appropriated for the purpose of constructing, furnishing and equipping an addition to the J.V. Fletcher Library and for incidental costs and expenses in connection therewith; that to raise such appropriation, the Treasurer, with the approval of the Selectmen, is hereby authorized to borrow the sum of \$ 2,280,000.00 under and pursuant to Chapter 44, Section 7(3) of the General Laws, as amended and supplemented, or any other enabling authority, and to issue bonds or notes therefor; and that the Trustees of the Fletcher Library are authorized to accept gifts and to apply for and accept any federal or state grants that may be available for the project; provided that the amount authorized to be borrowed shall be reduced by the amount of such gifts and grants that are received prior to the sale of the bonds or notes. (Finance Committee Approved)

ARTICLE 38. It was voted to dismiss this Article.

ARTICLE 39. It was voted unanimously that the Town raise and appropriate the sum of \$20,000.00 to cover the Town's share (10%) of the development of a Comprehensive Wastewater Management and Facilities Plan, this appropriation to be under the control of the Board of Selectmen and the Sewerage Advisory Committee.
(Finance Committee Approved)

ARTICLE 41. It was voted unanimously that the Town vote to raise and appropriate the sum of \$ 18,000.00 for the purchase of the Dog Pound, this appropriation to be under the jurisdiction of the Selectmen.
(Finance Committee Approved)

ARTICLE 42. It was voted unanimously that the Town accept a gift of money and various gifts of personal property on behalf of the Roudenbush Community Center Associates, Inc. as follows:

Cash.....	\$22,862.00
1 Savin 5015 Copier.....	1,150.00
1 Padded Balance Beam.....	907.00
1 Wedge Mat.....	184.00
Various Playground equipment..	1,878.00
Miscellaneous.....	266.00
 SUBTOTAL Noncash Items.....	 4,385.00
 TOTAL.....	 27,247.00

(Finance Committee Approved)

ARTICLE 43. It was voted that the Board of Selectmen be and hereby is authorized to install street lights on poles ant the following locations:

Oak Road	Pole 137/15
Myrtle Ave./Laurel Ave.	Pole 157/6
Doris Rd./Links Rd.	Vicinity of 2 Doris Road
Old Lowell Road	Vicinity of 9 Old Lowell Road
Pine Rd./Birch Road	Vicinity of 38 Pine Road
	(Finance Committee Approved

ARTICLE 44. It was voted to dismiss this Article.

ARTICLE 45. It was voted to dismiss this Article.

It was voted to adjourn the meeting at 5:00 until Monday night, May 12, 1986, 7:30 p.m., at Abbot Middle School.

A True Record: ATTEST

Elaine V. McKenna
Town Clerk

SPECIAL TOWN MEETING - MAY 10, 1986

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at Abbot Middle School on Saturday, May 10, 1986, called to commence at 2:00 p.m., the following business was transacted.

Election Officers, using voting lists, acted as tellers at the doors. A quorum was present.

William Kavanagh, Town Moderator called the meeting to order at 2:00 p.m.

ARTICLE 1. It was voted Yes 175 No 167 that the Town transfer the sum of \$15,173.85 from the IT Legal Defense Fund established under Article 7 of the Special Town Meeting held October 15, 1981, to a new account for the purpose of conducting an operational review of the Westford Police Department, this appropriation to be under the control of the Selectmen.
(Finance Committee Approved)

ARTICLE 2. It was voted that the Town transfer the sum of \$ 7,500.00 from Fund Balance-Free Cash Account for the purpose of defraying the expenses of the School Building Committee appointed pursuant to Article 10 of the Adjourned Special Town Meeting held December 3, 1985, to study the need for a new school building, life survival station and performing arts center; this appropriation to be under the jurisdiction of the School Committee and said School Building Committee.
(Finance Committee Approved)

ARTICLE 3. It was voted unanimously that the Board of Library Trustees be and they are hereby authorized to acquire by purchase a certain parcel of land, containing one acre more or less situated on Main St. adjacent to present Library property, said land may be used as and for the site of a proposed new addition to the Library and municipal parking; for the purpose aforesaid the sum of \$75,000.00 is hereby appropriated from unappropriated Free Cash in the Treasury.
(Finance Committee Approved)

ARTICLE 4. It was voted to dismiss this Article.

It was voted to adjourn the Special Town Meeting at 3:40 p.m.

A True Copy: ATTEST

Elaine V. McKenna
Town Clerk

ADJOURNED ANNUAL TOWN MEETING - MAY 12, 1986

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at Abbot Middle School on Monday, May 12, 1986, called to commence at 7:30 p.m., the following business was transacted.

Election Officers, using voting lists acted as tellers at the doors. The attendance was 189.

William Kavanagh, Town Moderator, called the meeting to order at 7:30 p.m.

It was voted unanimously to reconsider Article 4 of the Annual Town Meeting and add line item 999 "Unpaid Bills Previous Years" in the amount of \$ 567.14. (Finance Committee Approved)

ARTICLE 28. It failed for the lack of a majority (No 71 Yes 65) that the Conservation Commission be and it hereby is authorized and empowered to sell and convey, to such person or persons and upon such terms and conditions as said Commission shall determine, all or any part of the following described land, being a portion of the property acquired by the Town from the heirs of W.R. Taylor by Order of Taking dated December 18, 1984, recorded with Middlesex North District Registry of Deeds, Book 2390, Page 5;

A certain parcel of vacant land situated on the southwesterly side of Stony Brook Road, bounded and described as follows:

Beginning at the most northerly corner of said premises, at a point on said road, which point is thirty (30) feet southeasterly from a stone bound at the southeasterly corner of land now or formerly of Daniel D'Adeieco, as shown on a plan entitled "Plan of Land in Westford, Mass., Prepared for Westford Conservation Commission November 30, 1984", Prepared by McGlinchey Associates, Inc., which plan is recorded with Middlesex North District Registry of Deeds, Plan Book 147, Plan 123;

Thence S 18o 24' 51" E along said road, 94.18 feet to a drill hole in a wall; thence S 17o 56' 18" E and S 14o 38' 30" E along a wall as shown on said plan and still by said road, a total distance of 305.82 feet to a point; thence turning and running in a straight line parallel to, and 430.00 feet distant from the southerly line of said land of said D'Adeieco, 200 feet to a point; thence northwesterly in a straight line parallel to and 200 feet distant from the southwesterly line of said wall and road, 400 feet to a point at other land of the grantor, which point is 30 feet southerly from the southerly line of said land now or formerly of said D'Adeieco; thence easterly or northeasterly in a straight line parallel to and 30 feet distant from said last named land, 200 feet to the point of beginning.

Containing 80,000 square feet, more or less, and being a portion of the premises acquired by the Town by Order of Taking dated December 18, 1984, recorded with said Registry, Book 2390, Page 5. See also Confirmatory Deed recorded with said Registry, Book 2930, Page 7.

And said Commission is hereby authorized to take whatever action is necessary in order to obtain a two-thirds Vote of each branch of the General Court, as required under Amendment Article 97, of the Massachusetts Constitution. (Finance Committee Approved)

ARTICLE 30. It failed for the lack of a majority that the Town accept a gift of a parcel of land located at the corner of Town Farm Road and Forge Village Road from the Collins Estate. (Finance Committee Disapproved)

ARTICLE 31. It was voted that the Town establish a Study Committee to investigate the adoption of a local option non-zoning wetlands protection by-law, said committee to be appointed by the Board of Selectmen.

ARTICLE 32. It was voted with Yes 89 and No 67 that the Town raise and appropriate the sum of \$ 121,000.00 to be deposited in the Conservation Fund as established under Massachusetts General Laws, Chapter 40, Section 5, said money to be used for securing option on land. (Finance Committee Approved)

ARTICLE 33. It was voted that the Board of Selectmen be and they hereby are authorized and directed to petition the General Court to enact special legislation authorizing the Town to establish a land bank fund, to be administered by the Conservation Commission, for the purpose of acquiring, holding, and managing land and interests in land, in furtherance of the Town of Westford's 1985 Open Space and Recreation Plan, and, for said purposes, to impose a fee on the transfer or conveyance of real property in the Town; any such legislation to take effect when and if ratified by a majority vote at an Annual Town Election at which the question of ratification appears on the official ballot. (Selectmen Approved 4-1)

ARTICLE 40. It was voted unanimously that the sum of One Hundred and Six Thousand (\$106,000.00) be appropriated for the replacement of the Abbot Middle School boiler and hot water system; and to meet said appropriation, that the Treasurer with the approval of the Selectmen, be and is hereby authorized and directed to borrow, at one time or from time to time, the sum of \$ 106,000.00 and to issue and sell, as one issue or from time to time as two or more separate issued, serial bonds or notes of the Town aggregating \$ 106,000.00 in principal amount; and that each issue of said bonds or notes shall be issued and sold in accordance with the applicable provisions of Chapter 44 of the General Laws, shall be in such form, shall bear such rates of interest, shall

mature at such times and shall bear such rates of interest as the Treasurer, with the approval of the Selectmen, shall determine, but each issue of said bonds or notes shall be a separate loan, which shall be paid in not more than ten (10) years from the date thereof.

(Finance Committee Approved)

It was voted unanimously to adjourn the Adjourned Session of the Annual Town Meeting at 8:45 p.m.

A True Copy: ATTEST

Elaine V. McKenna
Town Clerk

SPECIAL TOWN MEETING
SEPTEMBER 29, 1986

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at Abbot Middle School on Monday, September 29, 1986, the following business was transacted:

Election Officers, using voting lists acted as tellers at the doors. The attendance was 819 (a quorum of 159 was needed).

William Kavanagh, Town Moderator, called the meeting to order at 7:30 p.m.

ARTICLE 1. It was voted unanimously that the Town accept as and for a Town Way, Sunny Meadow Road, as laid out by the Selectmen and duly filed with the Town Clerk.

ARTICLE 2. It was voted unanimously that the Town accept as and for a Town Way, Byrne Avenue, as laid out by the Selectmen as shown by their report and plans duly filed with the Town Clerk; said way to be known as Byrne Avenue;

That the sum of \$83,000.00 be raised and appropriated for the improvement of said way;

That betterments to the extent of seventy-five percent (75%) of the cost of said improvement be assessed against the owners of abutting estates; and to meet said appropriation, that the Treasurer with the approval of the Selectmen, be and is hereby authorized and directed to borrow, at one time or from time to time, the sum of \$83,000.00 and to issue and sell, as one issue or from time to time as two or more separate issues, serial bonds or notes of the Town aggregating \$83,000.00 in principal amount; and that each issue of said bonds or notes shall be issued and sold in accordance with applicable provisions of Chapter 44 of the General Laws, shall be in such form, shall bear such rates of interest, shall mature at such times and shall bear such rates of interest as the Treasurer, with the approval of the Selectmen, shall determine, but each issue of said bonds or notes shall be a separate loan, which shall be paid in not more than ten (10) years from the date thereof.

(Finance Committee Approved)

ARTICLE 3. It was voted unanimously that the sum of \$5,000.00 be raised and appropriated for the purpose of paying an unpaid bill from Fiscal Year 1986 to the New England Telephone Co., said amount representing the amount withheld by the Town pending resolution of service complaints and billing discrepancies.

(Finance Committee Approved)

ARTICLE 4. It was voted unanimously to withdraw this Article.
(Finance Committee Approved)

ARTICLE 5. It was voted unanimously that the sum of \$115,000.00 be raised and appropriated supplemental to those appropriated under Article 4 of the 1986 Annual Town Meeting (Account No. 411) to cover NESWC solid waste disposal tipping fees in Fiscal Year 1986.
(Finance Committee Approved)

ARTICLE 6. It was voted unanimously to dismiss this Article.

ARTICLE 7. It was voted unanimously that the sum of \$31,951.00 be raised and appropriated supplemental to the amounts appropriated under Article 4 of the 1986 Annual Town Meeting (Account Nos. 200d and 200j) for the operation and maintenance of the Police Department during fiscal year 1987 as follows:

Account No. 200 (d) Traffic Supervisors \$15,510.00

Account No. 200 (j) Overtime \$16,441.00
(Finance Committee Approved)

ARTICLE 8. It was voted unanimously that the sum of \$35,000.00 be raised and appropriated to construct and originally equip a building at Edwards Beach.

(Finance Committee Approved)

ARTICLE 9. It was voted that the sum of \$14,500.00 be raised and appropriated to relocate the Cemetery Department Garage at Fairview Cemetery.

(Finance Committee Voted 4-4)

ARTICLE 10. It was voted to dismiss this Article.

ARTICLE 11. It was voted that the sum of \$43,050.00 be transferred from Water Surplus, supplemental to the amount appropriated under Article 42 of the Adjourned Annual Town Meeting held on May 30, 1985, for the purpose of extending the water distribution system in Plain Road, Depot Street, and Cold Spring Road. (Finance Committee Approved)

ARTICLE 12. It was voted that the sum of \$45,000.00 be transferred from Water Surplus for the purpose of developing a wellfield at the former Farmer land site off Beacon Street.

(Finance Committee Approved)

ARTICLE 13. It was voted that the sum of \$85,000.00 be transferred from Water Surplus for the purpose of constructing a new well at the Nutting Road Wellfield.

(Finance Committee Approved)

ARTICLE 14. It was voted with 2/3 majority (Yes - 381 No - 59) that the Town extend its water mains and water supply system by laying mains of not less than six inches but less than 16 inches in diameter in and along Howard Road for a distance of approximately 2500 feet from its intersection with Concord Road; and for the purpose aforesaid, that the sum of \$130,000.00 be raised and appropriated; and to meet said appropriation, that the Treasurer, with the approval of the Selectmen be and hereby is authorized and empowered to borrow at one time or from time to time the sum of \$130,000.00 and to issue bonds or notes of the Town therefor under and pursuant to the applicable provisions of Section 8, Clause 5 of Chapter 44 of the General Laws, as amended, and any other applicable provisions of said Chapter 44, to be payable over a period not to exceed five years from the date of issue of the first bond or note.

(Finance Committee Approved)

ARTICLE 15. It was voted that the sum of \$75,000.00 be transferred from Account No. 190 (Assessors Tax Maps) appropriated under Article 23 of the Annual Town Meeting in May, 1986, to a new account for the purpose of conducting an interior inspection of all property by the Board of Assessors, in compliance with the direction from the Commonwealth of Massachusetts, Department of Revenue.

(Finance Committee Approved)

ARTICLE 16. It was voted unanimously that the sum of \$9,618.00 be transferred from Account No. 311 (Engineering and Professional Fees Account) to the following new accounts:

Account No. 312 Environmental Support \$8,058.00

Account No. 314 Clerical Support \$1,560.00

(Finance Committee Approved)

ARTICLE 17. It was voted with a 2/3 majority (Yes - 566 No - 252) that the sum of \$575,000.00 be appropriated for the cost of architectural and engineering services to prepare plans and specification for the construction, original equipping and furnishing of a new middle school and an addition or additions to existing school facilities and for the remodeling, reconstructing or making extraordinary repairs to existing school facilities; and that to raise such appropriation, the Treasurer with the approval of the Selectmen, is hereby authorized to borrow the sum of \$575,000.00 under and pursuant to Chapter 44, Section 7 (21) and (22) of the General Laws, as amended and supplemented, or any other enabling authority, and to issue bonds or notes therefor; provided that no money shall be expended or borrowed under this vote unless the Town shall have voted at a regular or special election to exempt the amounts required to pay the bonds or notes from the limitations of Proposition 2 and 1/2. so called. (Finance Committee Approved 4-2)

(Selectmen unanimously in Favor)

ARTICLE 18. It failed for the lack of 2/3 majority (Yes - 443 No - 264) that the sum of \$80,000.00 be hereby appropriated for the cost of architectural and engineering services to prepare plans and specifications for the construction, original equipping and furnishing of a new auditorium in connection with a project to construct or add the town Town's school facilities; and that to raise such appropriation the Treasurer with the approval of the Selectmen, is hereby authorized to borrow the sum of \$80,000.00 under and pursuant to Chapter 44, Section 7 (21) and (22) of the General Laws, as amended and supplemented, or any other enabling authority, and to issue bonds or notes therefor; provided that no money shall be expended or borrowed under this voted unless the Town shall have voted at a regular or special election to exempt the amounts required to pay the bonds or notes from the limitations of Proposition 2 and 1/2, so-called.

(Finance Committee Voted 3-3)

ARTICLE 19. It failed for the lack of a 2/3 majority (Yes - 226 No - 289) that the sum of \$65,000.00 be hereby appropriated for the cost of architectural and engineering services to prepare plans and specifications for the construction, original equipping and furnishing of a new swimming pool in connection with a project to construct or add to the Town's school facilities; and that to raise such appropriation the Treasurer with the approval of the Selectmen, is hereby authorized to borrow the sum of \$65,000.00 under and pursuant to Chapter 44, Section 7 (21) and (22) of the General Laws, as amended and supplemented, or any other enabling authority, and to issue bonds or notes therefor; provided that no money shall be expended or borrowed under this vote unless the Town shall have voted at a regular or special election to exempt the amounts required to pay the bonds or notes from the limitation of Proposition 2 and 1/2, so-called. (Finance Committee Disapproved 4-2)

(Selectmen Disapproved 4-1)

ARTICLE 20. It was voted unanimously to dismiss this Article.

ARTICLE 21. It was voted unanimously that, to reduce the tax rate, the sum of \$240,451.00 be appropriated from unappropriated available funds in the Treasury to be deducted by the Assessors under the provisions of Section 23 of Chapter 59 of the General Laws, as most recently amended, from the amount required to be assessed by them.

(Finance Committee Approved)

ARTICLE 22. It was voted unanimously to dismiss this Article.

It was voted unanimously to adjourn the Special Town Meeting at 11:10 p.m.

A True Record: ATTEST

Elaine V. McKenna
Town Clerk

SPECIAL TOWN ELECTION
OCTOBER 7, 1986

TOTAL BALLOTS CAST

PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
711	529	480	552	2272

QUESTION 1

Shall the Town of Westford be allowed to exempt from the provisions of proposition two and one-half, so called, the amounts required to pay for the bond issued in order to design, construct, originally equip and furnish a new middle school and an addition or additions to existing school facilities and to remodel, reconstruct or make, extraordinary repairs to existing school facilities?

	PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
YES	388	235	194	259	1076
NO	321	294	286	291	1192
BLANKS	2	0	0	2	4

QUESTION 2

Shall the Town of Westford be allowed to exempt from the provisions of proposition two and one-half, so called, the amounts required to pay for the bond issued in order to design, construct, originally equip, and furnish a new auditorium in connection with a project to construct or add to the town's school facilities?

	PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
YES	331	183	141	207	862
NO	379	344	337	345	1405
BLANKS	1	2	2	0	5

QUESTION 3

Shall the Town of Westford be allowed to exempt from the provisions of proposition two and one-half, so called, the amounts required to pay for the bond issued in order to design, construct, originally equip and furnish a new swimming pool in connection with a project to construct, or add to the town's school facilities?

	PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
YES	221	118	85	131	555
NO	484	407	392	420	1703
BLANKS	6	4	3	1	14

STATE PRIMARY - SEPTEMBER 16, 1986

DEMOCRATIC BALLOT

	PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
Total Ballots Cast	326	205	276	238	1045
GOVERNOR					
Dukakis	233	146	196	178	753
All Others	2	-	3	4	9
Blanks	91	59	77	56	283
LIEUTENANT GOVERNOR					
D'Amico	104	80	100	70	354
Murphy	210	117	166	159	652
Blanks	12	8	10	9	39
ATTORNEY GENERAL					
Shannon	224	146	216	182	768
Shotwell	86	50	54	50	240
Blanks	16	9	6	6	37
SECRETARY					
Connolly	222	146	206	185	759
Blanks	104	59	70	53	286
TREASURER					
Crane	193	141	190	168	692
Blanks	133	64	86	70	353
AUDITOR					
DeNucci	143	104	146	117	510
Hennigan	96	61	76	76	309
Yancey	37	14	21	24	96
Blanks	50	26	33	21	130
CONGRESSMAN					
Atkins	243	158	213	200	814
Blanks	83	47	63	38	231

DEMOCRATIC BALLOT

PREC. 1 PREC. 2 PREC. 3 PREC. 4 TOTAL

COUNCILLOR

Connolly	206	144	194	174	718
All Others	-	-	1	-	1
Blanks	120	61	81	64	326

SENATOR IN GENERAL COURT

Sheehy	213	153	208	177	751
All Others	2	-	-	-	2
Blanks	111	52	68	61	292

REPRESENTATIVE IN GENERAL COURT

Cavanaugh	241	152	221	189	803
Blanks	85	53	55	49	242

DISTRICT ATTORNEY

Harshbarger	222	136	179	167	704
McGrail	81	53	78	58	270
Blanks	23	16	19	13	71

SHERIFF

McGonigle	104	51	68	80	303
Sullivan	175	131	181	133	620
Blanks	47	23	27	25	122

COUNTY COMMISSIONER

Schmidt	73	21	46	46	186
Collins	59	24	42	40	165
Pini	11	7	14	9	41
Sullivan	129	123	137	114	503
Blanks	54	30	37	29	150

PRIMARY - SEPTEMBER 16, 1986

REPUBLICAN BALLOT

	PREC. 1	PREC. 2	PREC. 3	PREC. 4	TOTAL
Total Ballots Cast	67	42	45	49	203
GOVERNOR					
Hyatt	31	16	27	16	90
Switzler	11	10	4	6	31
Kariotis (Write in)	14	6	6	11	37
Natsios (Write in)	-	-	-	1	1
Blanks	11	10	8	15	44
LIEUTENANT GOVERNOR					
Nikitas	51	28	35	36	150
Blanks	16	14	10	13	53
ATTORNEY GENERAL					
Harrington	49	27	39	34	149
Blanks	18	15	6	15	54
SECRETARY					
Cochran	46	26	37	33	142
Blanks	21	16	8	16	61
TREASURER					
Hampers	49	28	40	37	154
Blanks	18	14	5	12	49
AUDITOR					
Natsios	30	13	15	21	79
Robinson	32	23	25	22	102
Blanks	5	6	5	6	22
CONGRESSMAN					
Houghs (Write in)	-	1	-	-	1
All Others	2	-	1	-	3
Blanks	65	41	44	49	199

STATE PRIMARY - SEPTEMBER 16, 1986

REPUBLICAN BALLOT

PREC. 1 PREC. 2 PREC. 3 PREC. 4 TOTAL

COUNCILLOR

All Others	1	-	-	-	1
Blanks	66	42	45	49	202

SENATOR IN GENERAL COURT

Hanna (Write in)	-	1	-	-	1
Blanks	67	41	45	49	202

REPRESENTATIVE IN GENERAL COURT

McGovern	50	29	37	40	156
Blanks	17	13	8	9	47

DISTRICT ATTORNEY

All Others	1	-	-	-	1
Blanks	66	42	45	49	202

SHERIFF

Sullivan (Write in)	-	1	-	-	1
All Others	1	-	1	-	2
Blanks	66	41	44	49	200

COUNTY COMMISSIONER

Onessimo	36	22	33	29	120
Blanks	31	20	12	20	83

BOARD OF SELECTMEN

The Board of Selectmen is pleased to submit its report for the calendar year ending December 31, 1986.

A significant amount of the Board's effort during 1986 was spent on solid waste matters, reflecting both the major changes in the manner in which we as a Town now dispose of our trash and a heightened awareness at all levels of government of the problems associated with such disposal. Significant progress has been made towards obtaining Department of Environmental Quality Engineering approval of the engineering plans to be followed to cap and close the former Westford Sanitary Landfill off Cold Spring Road. The cost of properly capping the landfill is expected to approach \$850,000.00 and it is anticipated that the project will be put out to bid in time to present the actual construction cost to the Annual Town Meeting in May 1987. The Board and its Landfill Closure Advisory Committee are actively pursuing a grant from both an existing state program and the proposed Comprehensive Solid Waste Bill presently being considered by the state legislature to offset a large portion of the cost of closing the landfill and we are optimistic about our prospects.

The administration of our curbside refuse collection contract and our contract for disposal of our solid waste at the NESWC resource recovery plant in North Andover were major challenges as the Town completed its first year of experience with each of them. Predictable implementation problems with the curbside collection contract were the subject of several meetings with the contractor during the course of the year and generally agreements on solutions were arrived at. During the spring of 1986 it became clear to us that the curbside collection of the enormous volume leaves and brush during the peak spring and fall yard cleaning periods presented both insurmountable operations problems, as well as large financial costs to dispose of this organic wood waste. The Board found it necessary to impose a seven (7) bag per week limit on leaves and experimented with a local leaf and brush collection center to try to divert such wood waste out of the solid waste stream and compost it locally.

Our disposal costs at the NESWC trash-to-energy plant escalated dramatically in light of falling energy revenues. Since the sale of the electricity at the plant is tied to the price of fuel oil, falling oil prices have resulted in higher disposal costs to make up for the reduced revenue. The costs were driven higher by an adverse tax ruling issued in the spring of 1986 which changed a significant set of financial assumptions for the project. Through the Town's participation on the NESWC Executive Committee, Westford played a key role in responding to this crisis by boldly insisting that private refuse haulers' contracts

be renegotiated to reflect the changed conditions. The Executive Committee is also actively lobbying the Commonwealth of Massachusetts for short-term financial assistance to 23 NESWC communities to help ride out the effects of the tax ruling.

A Transfer Station Site Selection Committee was appointed following a town meeting vote in 1985 to explore possible sites which might serve as a municipal refuse transfer station as a more cost effective alternative to curbside. As this report goes to press, the Committee and its engineers are preparing a recommendation for consideration at the 1987 Annual Town Meeting.

After a lengthy advertisement, recruitment and selection process, the Board hired David Fraser to fill the position of Finance Director/Town Accountant. The creation of this position stemmed from a recommendation of the Town Management Study Committee and was made possible by a management improvement grant awarded by the Executive Office of Communities and Development. Mr. Fraser's principal objectives in his first few years will be to improve the overall accounting and financial information systems, including the conversion of the outdated, manual accounting system to an automated system conforming to Generally Accepted Accounting Principles.

The Town's effort to implement an automated financial information system took a major step forward with the appropriation of \$134,000 for a PDP 11 series microcomputer and financial systems software last May. With a great deal of effort by our volunteer Data Processing Committee and the cooperation of the Treasurer/Collector, Finance Director/Town Accountant, Executive Secretary, School Department and Water Superintendent, we will realize not only the benefits of data processing in each of the individual applications, but also a wider range of benefits stemming from the fully integrated information network which will be created.

The Selectmen appointed a Classification Study Committee to study the Town's options relative to classifying different properties according to their use for the purpose of taxation and the committee issued its report to the Board during a public hearing prior to the setting of the FY 87 tax rate. A sentiment exists that the Town should shift the tax burden away from residential uses in Town and on to the growing Industrial/Commercial tax base. The advocates of open space preservation argue that a tax break should be granted to owners of land maintained as open space to reduce the need to break up such parcels. In a well reasoned presentation to the Selectmen, the committee recommended against such a classification at this time and the Board voted to accept that recommendation in establishing a single uniform tax rate for all uses during the current tax year.

The Board reappointed several former members and a variety of new members to a new Capital Outlay Committee and charged the committee with the development of long range strategic financial plans for the growing capital requirements of the Town. The committee has reorganized and will focus on the truly significant capital projects presently in the planning process, among them the School Building Program, the Town Buildings and Facilities Program and a soon to be initiated sewage facilities planning study.

The Board requested and received an appropriation from a Special Town Meeting last May to conduct an Operational Review of the Police Department and the consultant's report was presented to the Board in October 1986. The report outlined the need for additional manpower within the department but also pointed to a variety of barriers to effective manpower allocation which ought to be removed. Many of these barriers, most notably the so-called four-day-on/two-day-off workweek, make it difficult if not impossible to concentrate officers shifts during peak periods of police activity. Instead, various provisions and requirements of the collective bargaining agreement with the police officers tend to result in a uniform allocation of manpower which bears little relationship to fluctuations in activity during the course of the week. As a result of the study, the Board authorized the hiring of five new full-time patrolmen as of January 1987 and is presently addressing other recommendations contained in the report as part of current contract negotiations.

The design of the traffic signals and other improvements at the intersection of Boston Road and Route 110 occupied much of the Board's time during 1986. As the Town report goes to press, the Massachusetts Department of Public Works has held its public hearing on the proposed design and its final approval of the design plans is expected shortly. The construction of the improvements and signals at the intersection is being funded and undertaken under the Federal Highway Administration's Hazard Eliminations Program and, therefore, most of the timing and administrative decisions involving the project are in the hands of the MDPW and the FHA. The additional land required to widen the approaches to the intersection, and the widening of Carlisle Rd. in particular, are areas where the Town has a responsibility to acquire easements and land, and the Board has met regularly with property owners at the intersection in hopes of resolving whatever issues stand in the way of negotiating a mutually acceptable settlement on these easements. It is anticipated that construction will begin in the Spring of 1988.

Traffic planning remains a great concern of the Board and, with its involvement in the shared traffic engineer program through the North Middlesex Area Commission, we have been able to address what appears to be the next signalization project in a timely manner prior to it reaching the level of magnitude we see at the Boston Road/Rte. 110

intersection. Based upon the shared traffic engineer's recommendation and supporting documentation, we have secured a commitment from the MDPW to fund the signalization of Route 40 and Tyngsborough/Depot Roads. The Board will seek funds for the design of these signals at the 1987 Annual Town Meeting. In the meantime, the Board has obtained approval from the MDPW to install a flashing yellow/red warning beacon at the intersection as an interim measure.

The Board of Selectmen wishes to offer its thanks and appreciation to all the town officials, employees and volunteers who worked with it during the past year and hopes that the upcoming year will be equally rewarding and productive.

BOARD OF SELECTMEN

Ronald H. Johnson, Chairman

Robert C. Herrmann, Vice-Chairman

David R. Earl

Geoffrey D. Hall

Robert P. Tierney

Robert J. Halpin, Executive Secretary

TOWN OF WESTFORD
TOWN MANAGEMENT STUDY COMMITTEE - FINAL REPORT

At the May 1984 Town Meeting, it was voted that the Finance Committee, Board of Selectmen, and Moderator would appoint a Town Management and Government Review Committee. The duty of the committee would be to evaluate the current management practices of the various Town departments, boards, committees and commissions and determine what structural changes in either operations or government (including the form of government) would better serve the Town. The motion adopted was originally proposed by the Finance Committee at the conclusion of their fiscal 1985 budget review process.

The Town of Westford, aesthetically and demographically, is a much different community today than it was 10 or 20 years ago. It is only reasonable to conclude that the healthy examination of our 200-year old form of government would be a worthwhile and educational endeavor.

In 1984 a 26-member committee was appointed, and as reported in the 1985 Annual Report, although membership on the committee decreased substantially, progress was made toward meeting the committee's objective.

Initially, the committee reviewed and analyzed our current form of Town Government including the structure and goals of the municipal departments and appointed and elected positions. The committee reviewed the benefits and liabilities of open Town Meeting and examined the responsibilities and organization relationship of the various appointed and elected positions.

From the beginning, it became clear that as a body the committee had no preconceived objective or any "hidden agenda". Committee meetings were full of healthy debate and serious discussion. Most importantly, whereas the committee's membership was comprised of individuals with significant hands-on experience in government and community affairs, the goals and objectives of the committee and its final recommendations were tempered by the realities of tradition, experience, and pride in the current form of government. Ultimately, the committee established guidelines for creating a new form of Town Government which will unify the Town's goals and adequately meet the increasing demands of a growing community.

MAINTAIN OPEN TOWN MEETING

The committee has voted to recommend the continuation of the Open Town Meeting form of government. Our elected and appointed officials should develop and execute a policy of aggressively supplying voters with comprehensive information prior to Town Meetings and elections. An informed electorate will, in the short term and the long term, serve the best interests of the community.

A NEW LONG-TERM ORGANIZATIONAL STRUCTURE

The committee examined a variety of texts and articles describing the various forms of government employed across the Commonwealth. Committee members reviewed state laws and local bylaws that describe and prescribe potential changes to Westford's organizational structure. Throughout the second half of the committee's existence, a new organizational chart was designed with the goal of maximizing the utilization of all the individual departmental resources. The proposed organizational chart finally adopted by the committee (and discussed in detail below) represents a review of every existing and the addition of some new functions incorporating the following premise:

ALL ADMINISTRATIVE FUNCTIONS SHOULD BE APPOINTED RATHER THAN ELECTED; AND

ALL POLICY-MAKING POSITIONS SHOULD BE HELD BY ELECTED OFFICIALS.

The organizational chart which accompanies this report is not intended to be the final word on the "ideal" organizational hierarchy for the Town of Westford. Like any "model" organization, it includes both idealistic goals and compromises. We do not submit the organizational chart on a take it or leave it basis, but we ask the community to examine our proposal as a whole and consider each of our organizational objectives separately - and then consider the entire organizational framework and chain of command. The organizational structure proposed herein contains three tiers: Elected (policy-making); appointed by the Selectmen (generally, land-planning); and appointed by the Town Manager (administrative). As described below, our recommendations include a transition plan that should allow for a smooth phase-in process.

As elected positions are converted to appointed positions, we recommend that, generally, the elected incumbents be offered the opportunity to continue to hold office - at least to the end of their term. The Selectmen should be sensitive to the benefits of experience and continuity in service when appointing personnel to the various appointed (currently elected) positions.

ELECTED POSITIONS

The most drastic change proposed by the committee's organizational chart is reflected in the reduction in the number of elected positions. We believe that the recommendation is not a reflection on any past or current office-holder; our proposal is a reflection on our underlying objective that all policy positions should be elected and all administrative positions should be appointed. As discussed above, we recommend that organizational changes as drastic as the conversion of a position from elected to appointed be phased in over time so as to minimize any possible disruptive effect on current office-holders and governmental functions.

Many critical departments have been run by appointed officials for many years; and some of these departments are our most efficient and effective. We believe that most departments will function as well as our presently appointed departments once converted to appointed status.

The positions that would remain elected would be as follows:

1. Housing Authority, which is actually an arm of the Commonwealth of Massachusetts;
2. Planning Board, which has a variety of policy-making duties as outlined in the State Zoning Act, the Subdivision Control Law, and the Westford Zoning Bylaw;
3. School Committee, which is probably the body subject to the greatest amount of statutory regulation;
4. Moderator, a position which aids to the free flow of ideas at Open Town Meeting; and
5. Board of Selectmen, the Board of Selectmen, by state law, can assume a great deal of the policy-making and supervisory functions associated with the remaining

boards and departments. The state legislature has given communities the opportunity to place significant policy-making responsibility in the hands of Boards of Selectmen. The Board of Selectmen will be responsible for appointing and supervising the Board of Health; the Conservation Commission; the Board of Appeals; the Board of Library Trustees; and various ad hoc committees. Generally, these boards are responsible for land use planning. Under the committee's proposed organizational chart, it is imperative that the community participate in the democratic process and encourage and elect only the finest representatives of the community to the office of the Board of Selectmen. Additionally, the committee recommends that the Selectmen confine their duties to the policy-making aspects of government and to reviewing how well policy is executed. The day-to-day administrative functions will be executed by appointed professionals.

APPOINTED TOWN MANAGER

From time to time, Westford's Executive Secretary functions like a Town Manager. The position should be formally recreated to that of a strong Town Manager with the authority to supervise and appoint a wide variety of departments and officials. There are different forms of Town Manager local governments. Our proposal places the Town Manager under the direct supervision of the Board of Selectmen which shall have the authority to appoint and fire the Town Manager. The Selectmen shall appoint ad-hoc committees on an as-needed basis, and the Committee voted to recommend that the Selectmen not re-appoint the Industrial Development Commission. The Town Manager would be responsible for coordinating the administrative functions of each of the boards appointed by the Selectmen and the boards appointed by the Town Manager and would act as the day-by-day overall manager of the boards. The Town Manager, in conjunction with the Finance Director, would also be responsible for the coordination of the budget preparation process among all Town offices. The coordination aspect of the Town Manager position is designed to take advantage of the best characteristics of our current Executive Secretary position. The Town Manager would have the authority and the skill to bring together the resources of the various departments and help the government provide services in the most efficient and effective manner possible. The Town Manager can help coordinate and consolidate various activities, resources, personnel, and facilities. The Town Manager can serve as

a representative of the Board of Selectmen in resolving disputes among boards or resolving concerns from residents which seem to cross the jurisdiction of various boards. Most importantly, the Town Manager will be responsible for the smooth flow of information among the various departments and boards so as to deliver high quality services to the residents of Westford.

APPOINTED DEPARTMENTS

Early in the committee's existence, it went on record supporting the concept of the position of Finance Director. The Board of Selectmen took, what we believe, to be a bold first step in improving government services through the appointment of the Town's first Finance Director. In our proposed organizational chart, the Finance Director is appointed by and is supervised by the Town Manager, with the underlying assumption that the Town Manager and the Finance Director will act as a team in assisting all departments in skillful budget preparation, record keeping, financial planning, and utilization of resources.

We recommend that the following heads of departments also be appointed and supervised by the Town Manager: Legal Department; Human Services; Public Services; Public Works; Police Department; Fire Department; Town Clerk; and Personnel. Many of these department titles are new names for the Town of Westford, but they essentially represent the consolidation of a variety of existing departments, with the recognition that as the needs of the community change, the departments can change to address those needs. This is to say, each of the consolidated departments recommended by the organizational chart do not necessarily need new employees, nor is it absolutely essential that the various departments be immediately consolidated. But we should recognize that as the Town continues to grow and change, various functions fit together in such a manner that at some point in time we should have the power to consolidate their resources and ensure complete and direct cooperation and communication.

We propose the following consolidated departments:

1. Human Services: Recreation Commission; Community Center; Town Aide; Council on Aging; and Veteran's Services.

2. Public Services: Planning; Engineering; Health; and Inspection. The Public Services Department would work very closely with the Planning Board, Board of Health, Conservation Commission, and the Public Works Department. Formal lines of communication and cooperation must be developed to insure efficiency and effectiveness.

3. Public Works: Highway; Water; Cemetery; Solid Waste; Parks; Trees; and when and if established, the Sewer Department.

4. Financial Director: Treasurer-Collector; Board of Assessors; and Town Accountant. We must stress that our recommendations could be phased in over time and, for example, the Town Accountant and the Financial Director can be the same person until the needs of the Town demand additional professional personnel.

5. Police Department: Police; Dog Officer; and Civil Defense.

6. Fire Department: Fire; Ambulance; and Hazardous Waste Coordinator.

REALIZING A NEW ORGANIZATIONAL STRUCTURE

The committee examined in detail whether the changes recommended could be realized under existing laws. We examined the concept of the deployment of a Charter Commission, and we examined the use of special legislation to accomplish our goals. It is the recommendation of this committee that the Board of Selectmen, working with the other leadership boards, officials, and groups in Town - together with the citizenry - pursue the submission of a series of special acts which will ultimately result in an improved organizational structure.

The committee recommends the use of special legislation as opposed to the election of a Charter Commission for one simple reason: The effective use of a Charter Commission brings about immediate sweeping change in the organizational structure of Town Government. Charter Commissions have

failed in other communities because of such prerequisite sweeping change. We believe that a Charter Commission would also fail in Westford because our current form of government has served us well: an immediate overhaul of the organization structure is not necessary in Westford, what we need is a deliberate program of phased-in renovations through our governmental organization. The leaders of the community should dedicate themselves to a comprehensive organization objective, and phase in the new organization over a reasonably foreseeable time frame. Changes that can be accomplished by Town Meeting or local ballot should be completed as soon as possible.

The committee recommends the continuance of the Town Management Study Committee, or a like body, which would submit a series of special acts to make the changes recommended by the Board of Selectmen. Such a committee would be responsible for the pursuit of the complete organizational objective. The Selectmen can apply for a grant of \$3,000 to obtain assistance in drafting the articles to be submitted for legislative approval; grant money is available under the Commonwealth's Incentive Aid Program.

TRANSITION

The changes proposed herein cannot and should not be made overnight. All new functions included in our organizational chart should be added on an as-needed basis. Changes in existing positions should be phased-in over time, except that special priority should be given to the creation of the Town Manager function; which essentially means the conversion of the Executive Secretary position to Town Manager.

As elected positions are converted to appointed positions, the Selectmen should consider proposing Bylaws which would create appointive terms of office similar to the terms for the present elective office.

The Board of Health and the Board of Water Commissioners can become appointed positions by vote of Town Meeting. The Cemetery Commission, Tree Warden and the Board of Assessors can become appointed positions through local ballot questions. We recommend the pursuit of some of these changes as soon as possible.

SUMMARY

As we said in our 1985 Annual Report, the Town of Westford relies heavily on elected and appointed volunteers. The committee is trying to make "good government" a paramount concern and we are trying to be sensitive to, but not road-blocked by, the status quo.

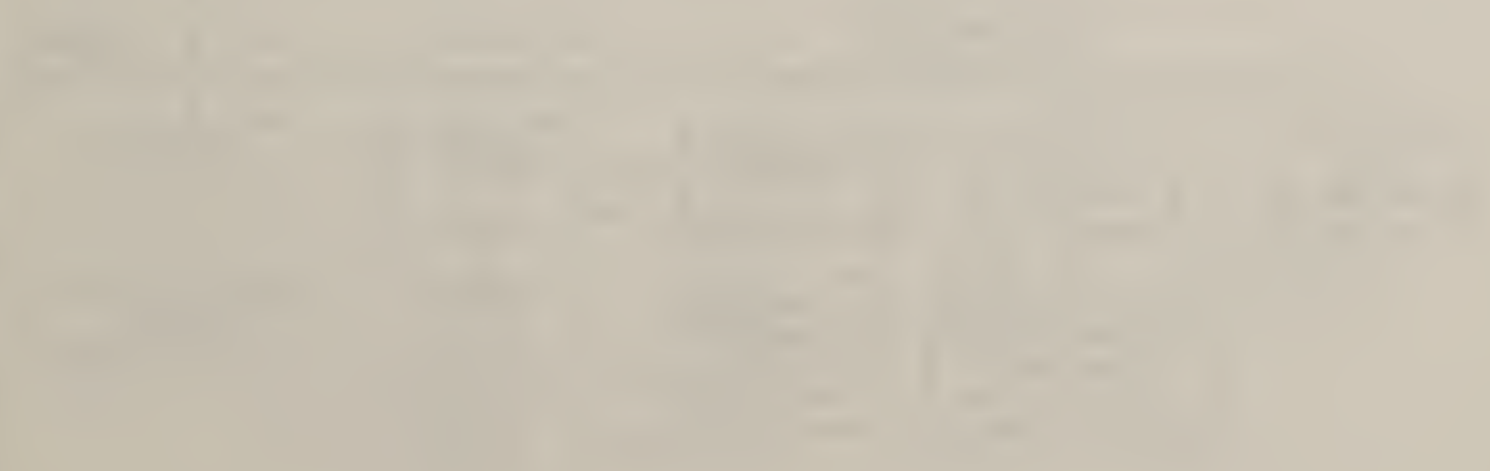
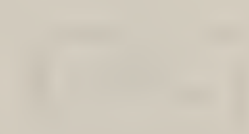
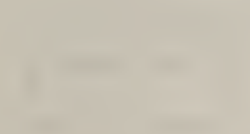
We cannot answer the question "What's wrong with our current government?" in one or two sentences. It is our experience that every current and former elected and appointed official can tell you two or three things that are wrong with our current form of government. For example: The unavailability of candidates for elected offices; elected officials often perform tasks more appropriately accomplished by professionals; lack of inter-departmental coordination; lack of continuity; lack of authority to cause inter-departmental coordination, communication and use of shared resources; timely reconciliation of accounts; difficulty in planning - especially financial planning - because of a highly fractionalized organization and budget. None of these are drastic problems, but together they form a need that must be addressed as Westford approaches the twenty-first century.

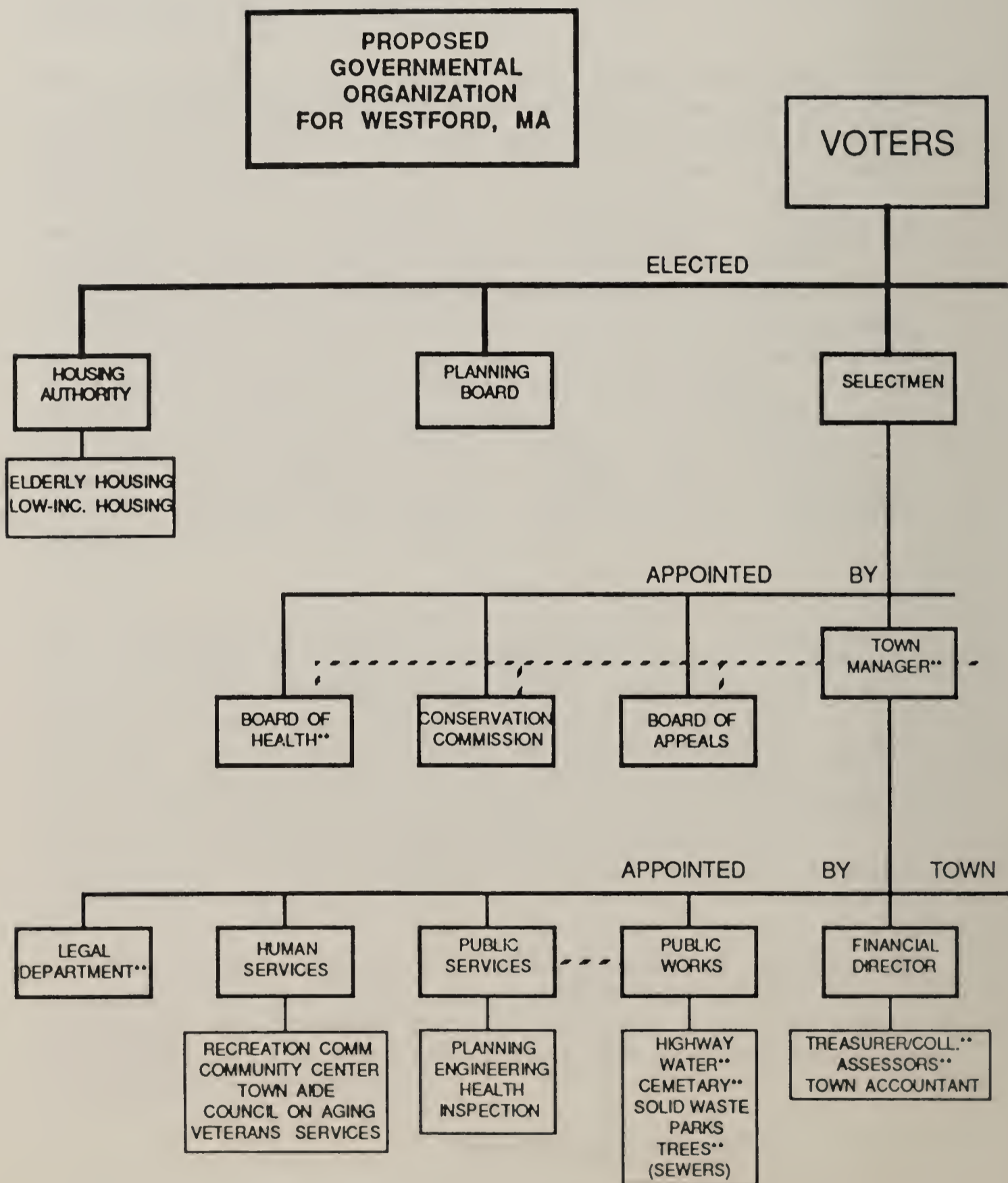
As a community, we have been "discovered" by commercial and industrial enterprise, (whether we like it or not). We have become an attractive bedroom community for people from all around the world. We have a duty to our children, and to ourselves, to create a government which adequately reflects our ideals and objectives and effectively and efficiently serves our collective needs. We believe that our recommendations represent our collective, informed judgment regarding the needs of our community.

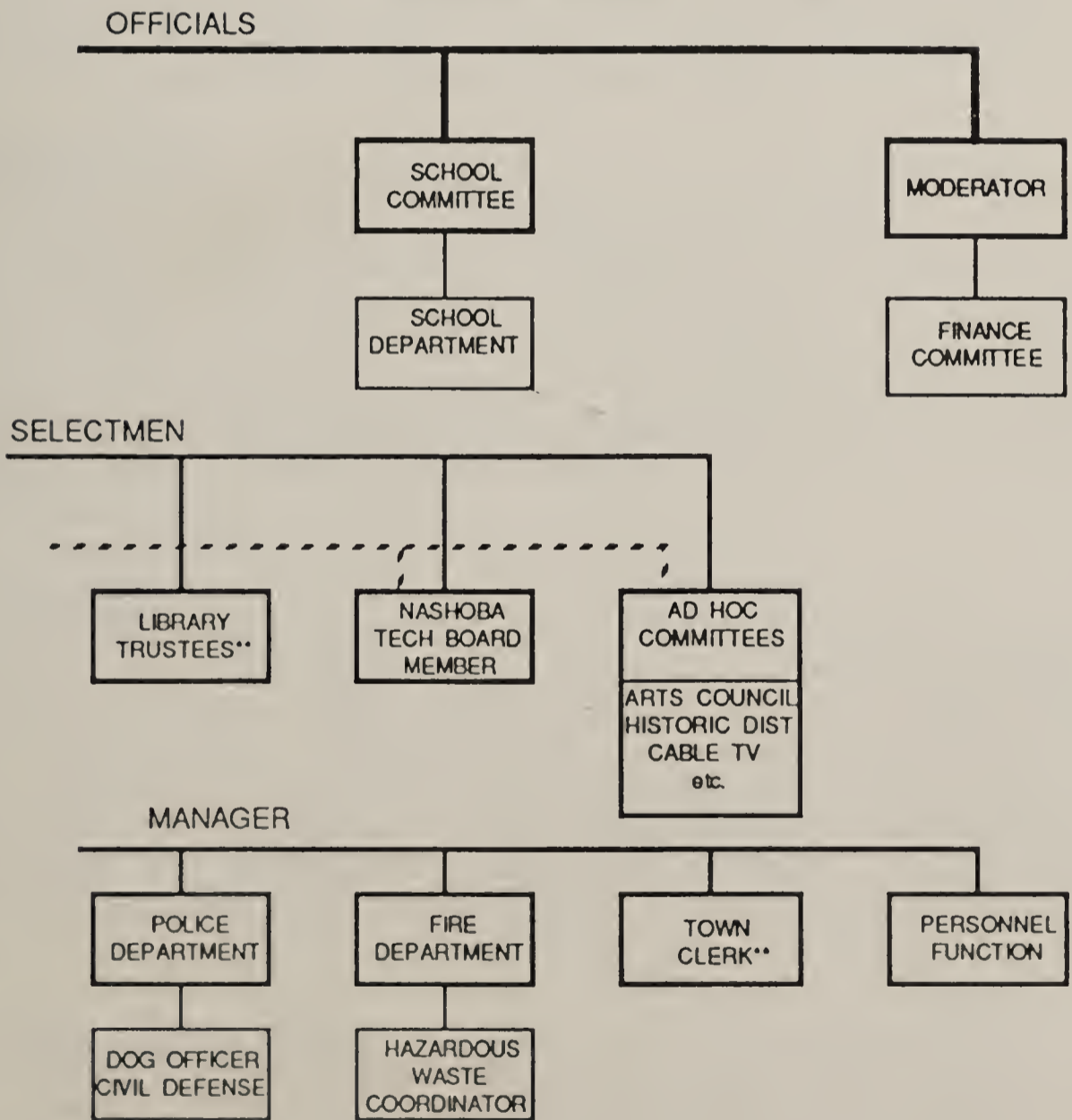
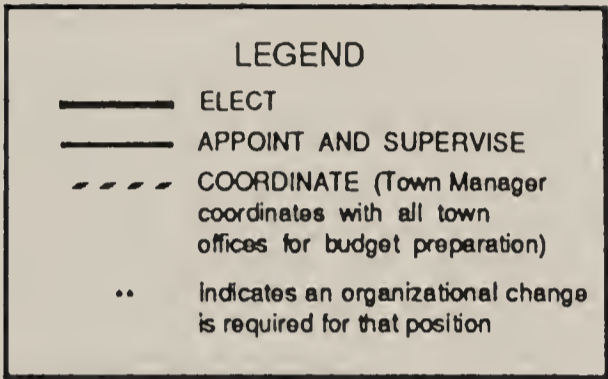
We would like to thank the Finance Committee, the Board of Selectmen, the Town Moderator, and all the officials, employees, and citizens who provided this committee with the opportunity to make this report and assisted us in the collection of information.

Respectfully submitted,

The Town Management Study Committee







Town Building Space Needs Study Committee
Report to the Town of Westford

1986 Members

Steven C. Boudreau-Chairman
Harry Manual-Vice Chairman
Robert Halpin-Secretary
Joseph Roy
Dorothy Swanson

Committee Charge

Annual Town Meeting May 13, 1985

It was voted unanimously that the sum of \$20,000.00 be raised and appropriated for a town building space study that will outline steps for future municipal building space use and construction as part of the Master Plan, said sum to be expended under the direction and approval of the Board of Selectmen; and the Board of Selectmen be and is hereby authorized to appoint a Town Building Space Study Committee who shall organize said Town Building space study and report its findings and recommendations to the Selectmen, School Committee and Library Trustees. The Finance Committee Approved.

TBSNSC Organizes

The TBSNSC organized itself at a meeting in November of 1985. It was decided that we would have to engage the services of a space planning firm to do the bulk of the work. A Request for Proposal was drafted and mailed out to a list of prospective bidders. No replies were received. Upon subsequent follow up by Robert Halpin, Gale Engineering submitted a proposal. The committee interviewed and then recommended that Gale Engineering of Weymouth, Mass. receive the contract. The Selectmen voted to award the contract to Gale Engineering.

Study Proceeds

After Gale Engineering was selected, they started right away. The TBSNSC met with Gale from time to time to review the progress of the study and to provide input where appropriate. At a meeting with the Board of Selectmen, a critical decision was made as to whether to abandon the Town Hall, Police and Fire Station building and look to another site for expansion. The TBSNSC and Gale Engineering recommended, and the Board of Selectmen decided, to continue using the existing town center buildings and to pursue possible expansion in the center.

Town Center Sewage Issue

At one meeting, the issue of sewage and soil conditions at town center was reviewed. Gale was put on notice to take into consideration the poor soil conditions in the town center and make recommendations on how to accommodate any possible town center expansion. Gale was also asked to project a probable budget estimate as well as a recommendation on the phasing in of the study's recommendation.

Final Report

The TBSNSC delivered the final report to the Board of Selectmen on September 16, 1987. One recommendation made by the TBSNSC was a request for a \$10,000.00 appropriation at the September 29, 1986, Special Town Meeting to test the feasibility of a central sewage disposal system for town buildings presently located in the Town Center, in order to further the space study. The article was withdrawn at the STM after further review by the TBSNSC and the Board of Selectmen.

Follow Up

The TBSNSC, Board of Selectmen, Fincom, and the Capital Outlay Committees met on October 14, 1986 to discuss a follow up to the Gale report. It was decided by the Board of Selectmen to have the TBSNS committee continue its work and bring forward a specific proposal implementing Phase One of the Gale Report, ie. an expansion of the Town Hall/Police/Fire Complex in the town center in conjunction with the affected town boards and officials, to be considered for possible inclusion in the Warrant of the 1987 Annual Town Meeting.

GALE PHASING RECOMMENDATIONS

Phase I - Town Hall Complex

A new town office building with integrated record storage facilities and central EDP area incorporating all services listed in Division II Finance and Treasurer and Division III Land Use, Inspection and Public Safety.

Additions to Police and Fire Departments including dormitory and kitchen facilities and Civil Defense Headquarters.

A true period restoration and rehabilitation of the existing Town Hall interior incorporating Division I Services - General Government and Administration on the 1st floor with public meeting, conference and hearing rooms on the 2nd floor.

Phase II - Town Farm Complex

Construct new Fire Station - including dormitory-kitchen facilities. Re-locate apparatus and equipment from Forge Village and Graniteville sub-fire stations.

Construction of central bulk storage and receiving facility for all municipal and school departments including CD storage.

New vehicle maintenance facility - Police, Fire and School vehicles.

Re-locate School Administration to Frost School.

Surplus Building (Town Farm) now available for reuse.

Adaptive reuse of Frost School for School Administration.

Phase III - Reorganization of Sub-Fire Stations

Nabnasset expansion/renovation includes dormitory, kitchen, etc.

Parker Village - Construction of New Fire Station.

Graniteville Sub-Fire - probable reuse for Recreation Commission.

Forge Village Sub-Fire - now surplus - available for public or private development - drop-in center (youth, elderly), etc.

Phase IV - Community Center and Other projects

Rehabilitate Roudenbush Community Center to bring up to code and re-assign interior spaces.

Highway Garage - expansion of office space and bay area.

Salt Shed - remove existing and construct new salt shed.

Cemetery Department - no change at this time.

Cameron School - adaptive reuse - possibly elderly housing.

Supplementary and Contingent Needs

Central food storage should be incorporated in anticipated school construction. (Probable budget figure \$200,000, A/E fee \$20,000).

STP (Sewage Treatment Plant) should be done in Phase I - in conjunction with new school construction or whatever site is chosen. (Probable budget figure \$500,00, A/E \$65,000)

Recreation Commission may move to new complex at Town Farm if not located in Graniteville Sub-Fire Station.

Fuel Storage - should be addressed in Phase 2 with new maintenance facility.

Police Firing Range - should be addressed. Co-op arrangements with other municipalities or private clubs.

Not recommended at this time to put money into existing School Administration Building. Rehabilitation to code \$455,000; A/E Fee \$50,000.

Gale Budget Summary (Estimated)

Phase I - Town Hall Complex

New Office Building	\$ 612,000
New Police Addition	469,000
New Fire Station Addition	122,000
Renovate Town Hall	300,000
Alterations Police/Fire	20,000
New Elevator	100,000
Parking	<u>75,000</u>

Sub-total	1,698,000
A/E Fee	<u>174,000</u>

Total Phase I \$1,872,800

Phase II - Town Farm Complex

New Fire Station	960,000
Central Bulk Storage/Receiving	840,000
Vehicle Maintenance Facility	400,000
Adaptive Reuse Frost School	396,000
Elevator - Frost School	100,000
Parking/Drainage/Landscape	60,000

Sub-total	2,756,000
A/E Fee	<u>279,560</u>

Total Phase II \$3,035,560

Phase III - Reorganization of Sub-Fire Stations

Nabnasset Expansion/Renovation	267,000
New Parker Village Station	612,000
Graniteville Sub-Fire Station (allowance)	65,000
Forge Village Sub-Fire Station (allowance) (Possible renovation)	<u>60,000</u>

Sub Total	\$1,004,000
A/E Fee	<u>104,000</u>

Total Phase III \$1,108,320

Phase IV - Community Center and Other Projects

Rehabilitate Community Center	\$ 393,000
Highway Garage Expansion	306,000
Salt Shed	70,000
Cemetery Department (no change at this time)	---
Water Department (no change at this time)	---
Cameron School adaptive reuse	393,000
Elevator - Cameron School	100,000
Fuel Storage	70,000
Police Firing Range	<u>150,000</u>
Sub total	\$1,504,000
A/E fee	<u>161,540</u>
Total Phase IV	\$1,665,540

Soft costs - 25%
Architectural and Engineering Fees (A/E)
Administrative Expenses
Clerk of the Works
Printing & Advertising
Surveys, soils and materials testing

A/E Fee = 80% to 10% fee through Bid Stage

Thanks

A copy of the full Gale Report is on file in the Fletcher Library. The TBNSNC would like to thank all of the town boards and departments for their cooperation and participation in the study. Without their help and patience, the committee and members of the Gale Engineering Staff could not have brought this study to a successful end. Thanks again.

REPORT OF THE BOARD OF ASSESSORS

OVERVIEW

During 1986, the Board implemented it's final phase of data cleanup objectives, established the definition of Open-Space for tax classification purposes and transitioned to a computerized property record tax billing system.

COMPUTERIZATION

Cole-Layer-Trumble Company with whom we contracted with, completed computerizing our property records and finished all tasks associated with installing their Assessment and Tax Administration software into our computer in Nov. 86.

RECERTIFICATION/FY 86 TAX BILLS

Mr. Vinson Rasta and Cole-Layer-Trumble Co., with whom we contracted with for valuation of the Personal Property and Real Property, respectively, completed their valuation efforts in March 1986. The Commonwealth's Department of Revenue recertified Westford on May 6, 1986 and the FY 86 tax bills were mailed on May 20, 1986.

FY 87 TAX BILLS

With the loading of the Assessor software package and property record information into our computer by Cole-Layer-Trumble Co. in Nov. 86, we were able to print our own tax bills, commitment book and associated workbooks/listings for the first time. The Commonwealth's Department of Revenue certified our tax rate on Oct. 29, 1986 and the bills were mailed on Nov. 6, 1986.

ABATEMENTS

168 abatement applications (163 Real Property and 5 Personal Property) were submitted for FY 86 (the recertification tax year). We denied 89 applications (87 Real Property and 2 Personal Property) and approved the remainder. For FY 87, 53 abatement applications were received (47 Real Property and 6 Personal Property). We denied 22 (all Real Property), increased (that is correct-increased), the valuation of one Real Property and approved the remainder.

APPELLATE TAX BOARD

Tenneco, Incorporated's Personal Property valuation is determined annually by the Commonwealth and the company appealed their FY 82 thru 86 valuation to the Appellate Tax Board. The Appellate Tax Board has scheduled a hearing for their FY 82 thru 85 appeals in Feb. 87. Westford has an interest in these appeals since the company has taxable pipeline property in Westford.

Two FY 86 appeals (one Commercial and one Residential) were filed with the Appellate Tax Board and are waiting for a hearing date. So far, no FY 87 appeals have been filed. The two outstanding FY 85 appeals (both Commercial) are still waiting a hearing date.

CHAPTER 61/61A/61B

On Jan. 1, 1986, we placed 59 parcels, with a total area of 2,239 acres, under the Forestry, Agricultural/Horticultural or Recreational land tax incentive provisions of the Massachusetts General Laws. This represents a slight net decrease from Jan. 1, 1985 (60 parcels totalling 2,251 acres). We anticipate a further decrease for January 1, 1987.

OPEN-SPACE

The Commonwealth requires all taxable property to be classified in one of the following categories: Residential (R); Open Space (O); Commercial (C); Industrial (I); and Personal Property (P). The Commonwealth also sets the definition for each of these categories and permits the Board of Selectmen to apply a different tax rate for R, O and CIP property. In the case of Open-Space, the Commonwealth defines what may not be included and permits the Board of Assessors to decide what, if any, of the allowable property to include.

The Board, after several public hearings, classified all buildable, residential, vacant parcels that are five acres and larger as Open-Space. As of Jan. 1, 1986, 125 parcels (having an aggregate area of 2,549 acres) was so classified.

TAX MAPS

Our current Assessor Tax Maps were created during the 1930's and are notoriously inaccurate. At the May 86 Annual Town Meeting, funds were appropriated to purchase new tax maps that will meet current Commonwealth's accuracy and quality standards. We sent seven companies a Request for Proposal and received five responses that ranged in price from \$79,100 to \$215,700. After careful evaluation of all five proposals, we selected the low bidder-James W. Sewall Company of Old Town, Maine. Sewall Company is a well established, well known company that comes highly recommended by all towns having contracted with them for the past few years. Sewall Company will begin work in early Spring 87 and expects to complete the mapping effort by April 88. As part of our tax map effort, we will be straightening out the parcel numbering system and will correct our parcel acreage and deed information. The wetlands and zoning information that will be used by Sewall Company is being provided by the Conservation Commission and the Planning Board, respectively.

At the request of the Board of Selectmen, we contracted with Sewall Company to create Floodplain overlays to our new tax maps for use by the Conservation Commission. Sewall Company will use the Town's Floodplain Maps, prepared by the Federal Emergency Management Agency in June 1981, for the source of information.

At the request of the Board of Water Commissioners, we contracted with Sewall Company to prepare water system distribution maps at a size convenient for field use. Sewall Company will use the Water Department's current master map for the source of information.

PROPERTY RECORD CARD VERIFICATION

At the Sept. 1986 Special Town Meeting, funds were appropriated to verify the building and site improvement data on our residential property record cards by doing an on-site comparison. This process will correct the errors we suspect are still outstanding from the FY 81 revaluation effort.

We have completed negotiating a contract with Mr. David Batchelder of Andover, Massachusetts and expect to sign the contract in Jan. 1987. Mr. Batchelder plans to start by March 1987 and complete the verification effort within one year.

MISCELLANEOUS

A listing of the FY 87 taxable and non-taxable property with assessed values was provided to the Library and is available for your review in the Reference Room. The listing is sorted by street and by property owner. We have attached to this report the FY 86 (since they were not available for last years report) and FY 87 tax rate computations, property use and valuation profiles, and valuation growth information. We welcome your input as to what information you would like to see placed in the Library or included in future Town Reports.

Respectfully submitted by:

Hal R. Schreiber, Chairman
Lewis O. English
D. Bruce Stewart

FY 87 TAX RATE COMPUTATION

A. Amount To Be Raised:

1.	Appropriated (Gross - \$3,174,000 Borrowing)	\$ 16,839,277
2.	Debt and Interest	672,493
3.	Deficits	0
4.	Offsets	188,646
5.	State and County Charges	192,825
6.	Overlay Reserve	<u>197,046</u>
		\$ 16,839,277

B. Receipts and Revenue:

1.	State	\$ 4,474,287
2.	Local	1,984,978
3.	Free Cash - Appropriated	82,500
4.	Available Funds	373,371
5.	Revenue Sharing	162,000
6.	Free Cash - Tax Rate Reduction	<u>240,451</u>
		<u>7,317,587</u>

C. Amount Raised By Taxation:

\$ 10,772,700

D. Valuation:

1.	Real Property	\$748,901,650
2.	Personal Property	<u>11,882,200</u>
		\$ 760,783,850

E. Tax Rate = $\frac{\$ 10,772,700}{760,783,850} \times 1,000 = \14.16

Property Assessment Change List

	<u>Jan. 1, 1985</u>	<u>Jan. 1, 1986</u>	<u>Difference</u>
Real Property	\$691,513,550	\$748,901,650	\$57,388,100
Personal Property	<u>11,807,200</u>	<u>11,882,200</u>	<u>75,000</u>
	<u>\$703,320,750</u>	<u>\$760,783,850</u>	<u>\$57,463,100</u>
Source of Difference:			
New Construction/Additions/Alterations		48,736,100	
Subdivision Parcels and Condominiums		10,445,200	
Personal Property		75,000	
Abatements		(1,657,300)	
Taxable to Exempt Property		<u>(135,900)</u>	
		<u>\$ 57,463,100</u>	

Profile of Taxable Real Property - Land Use (January 1, 1986)

	<u>Use</u>	<u>Acreage (A)</u>	<u>Total Value</u>	
1.	Vacant Land	5,508	50,358,950	6.7%
2.	Dwellings	5,537	507,765,100	67.8%
3.	Agricultural/Horticultural	1,109	3,913,300	.5%
4.	Commercial	1,429	34,649,100	4.6%
5.	Industrial	795	67,425,600	9.0%
6.	2-Family Units	530	18,075,900	2.4%
7.	Mixed (Commercial & Dwellings)	122	29,662,100	4.0%
8.	3-Family Units	22	1,677,500	.2%
9.	Greater Than 3-Family Units	14	2,809,000	.4%
10.	Condominiums	0	32,565,100	4.4%
		15,066	748,901,650	100.0%

Profile of Taxable Real Property - Parcel Size (January 1, 1986)

	<u>Size (A)</u>	<u>Acreage (A)</u>	
1.	$\frac{1}{4}$ and less	128	.8%
2.	$\frac{1}{4} - \frac{1}{2}$	359	2.4%
3.	$\frac{1}{2} - 3/4$	376	2.5%
4.	$3/4 - 1$	1,084	7.2%
5.	1 - 3	1,930	12.8%
6.	3 - 5	876	5.8%
7.	5 - 10	1,284	8.5%
8.	10 - 20	1,853	12.3%
9.	20 - 50	2,836	18.8%
10.	50 - 100	2,055	13.7%
11.	over 100	<u>2,285</u>	<u>15.2%</u>
		15,066	100.0%

Profile of Non-Taxable Real Property - Parcel Size (January 1, 1986)

	<u>Size (A)</u>		<u>Acreage (A)</u>	
1.	¼ and less	2		.1%
2.	¼ - ½	5		.2%
3.	½ - ¾	6		.2%
4.	¾ - 1	7		.3%
5.	1 - 3	30		1.1%
6.	3 - 5	48		1.8%
7.	5 - 10	202		7.5%
8.	10 - 20	359		13.3%
9.	20 - 50	959		35.6%
10.	50 - 100	714		26.5%
11.	over 100	361		13.4%
		<u>2,693</u>		<u>100.0%</u>

FY 86 TAX RATE COMPUTATION

A. Amount To Be Raised:		
1.	Appropriated (Gross - \$559,700 Borrowing)	\$ 15,949,450
2.	Debt and Interest	600,716
3.	Deficits	5,580
4.	Offsets	26,114
5.	State and County Charges	208,324
6.	Overlay Reserve	<u>343,105</u>
		\$ 17,133,289
B. Receipts and Revenue:		
1.	State	\$ 3,843,535
2.	Local	1,640,248
3.	Free Cash - Appropriated	295,553
4.	Available Funds	1,078,767
5.	Revenue Sharing	267,887
6.	Free Cash - Tax Rate Reduction	<u>625,000</u>
		<u>7,750,990</u>
C.	Amount Raised By Taxation:	\$ 9,382,299
D. Valuation:		
1.	Real Property	\$691,513,550
2.	Personal Property	<u>11,807,200</u>
		\$703,320,750
E. Tax Rate =		
	\$ 9,382,299	x 1,000 = \$13.34
	<u>\$703,320,750</u>	

Property Assessment Change List

Real Property	Jan. 1, 1984 <u>\$356,428,107</u>	Jan. 1, 1985 <u>\$691,513,550</u>	Difference <u>\$335,085,443</u>
Personal Property	7,888,059	11,807,200	
Total -	<u>\$364,316,166</u>	<u>\$703,320,750</u>	<u>3,919,141</u>
Source of Difference:			<u>\$339,004,584</u>
New Construction/Additions/Alterations	\$ 39,713,000		
Subdivision Parcels and Condominiums	6,498,700		
Personal Property	808,000		
Destroyed Property	(159,500)		
Abatements	(612,400)		
Revaluation	<u>292,756,784</u>		
	<u>\$339,004,584</u>		

Profile of Taxable Real Property - Parcel Size (January 1, 1985)

	Size (A) $\frac{1}{4}$ and less	Acreage (A) 149	1.0%	Total Value \$ 84,309,250	12.2
1.	$\frac{1}{4}$ and less				
2.	$\frac{1}{4}$ - $\frac{1}{2}$	364	2.4%	84,363,400	12.2
3.	$\frac{1}{2}$ - $3/4$	315	2.1%	47,704,000	6.9
4.	$3/4$ - 1	1,143	7.7%	161,506,400	23.4
5.	1 - 2	1,196	8.0%	117,627,700	17.0
6.	2 - 3	600	4.0%	31,854,900	4.6
7.	3 - 5	797	5.4%	29,903,600	4.3
8.	5 - 10	1,348	9.1%	32,968,400	4.8
9.	10 - 20	1,822	12.2%	26,538,400	3.8
10.	20 - 50	2,874	19.3%	45,724,500	6.6
11.	50 - 100	2,063	13.8%	13,000,300	1.9
12.	over 100	2,232	15.0%	16,012,700	2.3
		14,903	100.0%	691,513,550	100.0%

Profile of Taxable Real Property - Land Use (January 1, 1985)

<u>Use</u>	<u>Acreage (A)</u>	<u>Total Value</u>
1. Vacant Land	4,712	34,126,850
2. Dwellings	5,330	495,113,600
3. Agricultural/Horticultural	1,201	4,908,200
4. Commercial	1,763	50,083,300
5. Industrial	1,579	61,910,000
6. 2-Family Units	223	14,811,200
7. Mixed (Commercial & Dwellings)	39	3,202,700
8. 3-Family Units	41	1,984,200
9. Greater Than 3-Family Units	15	2,903,300
10. Condominiums	0	22,470,200
	<u>14,903</u>	<u>691,513,550</u>
	100.0%	100.00%

Profile of Non-Taxable Real Property -- Parcel Size (January 1, 1985)

	<u>Size (A)</u>	<u>Acreage (A)</u>	<u>Total Value (\$)</u>	
1.	1/4 and less	2	505,000	.9%
2.	1/4 - 1/2	7	1,602,100	2.8%
3.	1/2 - 3/4	5	733,100	1.3%
4.	3/4 - 1	7	552,600	.9%
5.	1 - 2	12	339,000	.6%
6.	2 - 3	24	2,744,800	4.7%
7.	3 - 5	64	1,874,900	3.2%
8.	5 - 10	221	4,399,900	7.6%
9.	10 - 20	395	6,174,900	10.7%
10.	20 - 50	905	27,502,700	47.5%
11.	50 - 100	765	9,433,000	16.3%
12.	over 100	<u>361</u>	<u>2,045,200</u>	<u>3.5%</u>
		2,768	57,907,200	100.0%

February 20, 1987

Honorable Board of Selectmen
Town of Westford
Massachusetts, 01886

Honorable Selectmen:

In accordance with the requirements of the Massachusetts General Laws, the Annual Financial Report of the Town Accountant for the Town of Westford, Massachusetts, for the fiscal year ended June 30, 1986 is herewith submitted.

The data represents a fair and accurate presentation of all material aspects of the Town's financial position and results of its operations. Disclosures necessary to enable the reader to gain maximum understanding of the Town's financial affairs have been included.

The report is based on fund, account activity description from the Uniform Municipal Accounting System (UMAS) of the Massachusetts Department of Revenue (Schedule A report, where whole dollars are reported).

An audit was completed of the Town's financial records by Feeley & Driscoll, P.C., Certified Public Accountants.

Sincerely,

David Fraser
Town Accountant

TOWN OF WESTFORD
MASSACHUSETTS
ANNUAL FINANCIAL REPORT

PART I - GENERAL FUND REVENUES (FUND 01)

UMAS Account Code #	Description	Amount (rounded)
4110	Personal Property Taxes	181,978
4120	Real Estate Tax	8,939,889
4142	Tax Liens (titles) redeemed	1,401
4145	Sale of Tax Foreclosures	1,356
4150	M.V. Excise (net of refund)	793,884
4161	Vessel (boat) excise	1,633
4162	Farm Excise	133
4163	Classified Forest Land Excise	1,503
4171	Penalty & Interest - Property	91,463
4172	Penalty & Interest - Excise	2,286
4173	Penalty & Interest - Tax Lien	690
4179	Penalty & Interest - Boat	2
4199	Other Taxes - Conveyance Tax Receipts	14,047
	A. Total Taxes	10,030,265
4211	Water Usage Charges	487,910
4221	Other Water Charges	160,777
4244	Parks & Recreation Charges	19,057
4270	Other Charges for Services	12,284
4320	Fees	84,649
4360	Rentals	16,597
4370	Other Departmental Revenues	
	a. Restitution to Town	19,459
	b. Insurance Claim	1,600
	B. Total Charges for Services	802,333
4410	Alcoholic Beverages Licenses	26,650
4420	Other Licenses and Permits	134,345
	C. Total Licenses and Permits	160,995
4521	HUD Grants	0
4540	Unrestricted - Direct	0
4580	Unrestricted - Thru State	0
	D. Total Federal Revenues	0

4611	Loss of taxes on State Owned Land	281
4613	Abatement to Veterans	0
4614	Abatement to Surviving Spouse	0
4615	Abatement to the Blind	0
4616	Abatements to the Elderly	23,801
4667	Veterans Benefits	19,897
4668	Highway Reconstruction & Maintenance	72,198
4670	Additional Assistance	857,384
4671	Lottery, Beano, Charity	304,959
4672	Highway Fund	65,809
4676	Non-MDC Communities	14,071
	E. Total Revenue form State	1,358,400
4695	Court Fines	51,947
4720	From County for services performed (Care of Dogs)	1,620
	F. Total Revenues from Other Governments	53,567
4750	Special Assessments Street Betterments Receipts	31,028
	G. Total Special Assessments	31,028
4770	Fines and Forfeitures	640
	H. Total fines and Forfeitures	640
4810	Interest-investment savings, escrow	119,618
4830	Contributions and donations Roudenbush Community Center Other	22,862 5
	I. Total Miscellaneous Revenues	142,485
	TOTAL GENERAL FUND REVENUES (A+B+C+D+E+F+G+H+I)	12,579,713
4972	Special Revenue Fund From Sale of Cemetery Lots	3,022
4976	Transfer from Trust Funds Stabilization Fund (Ladder Truck) Stabilization Fund (Library) Stabilization Fund (Road Grader)	64,000 169,000 104,871
	J. Total Transfers & Other Financing sources	340,893
	TOTAL GENERAL FUND REVENUES AND OTHER FINANCING SOURCES (A - J)	12,920,606

TOWN OF WESTFORD

MASSACHUSETTS

ANNUAL FINANCIAL REPORT

PART II - GENERAL FUND EXPENDITURES & OTHER FINANCING USES (FUND 01)

UMAS Account Code #	Description (object of Expenditure)	Selectmen (122)	Executive Secty (123)
5100	Personal services	4,900	31,000
5200	Purchase of Service	13,252	
5400	Supplies	7,008	
5700	Other Expenditures	800	
	TOTAL	25,960	31,000
		Other Executive (129)	Finance Comm. (131)
5100	Personal Services	20,634	1,932
5200	Purchase of Service	0	0
5400	Supplies	0	215
5700	Other Expenditures	900	0
	TOTAL	21,534	2,147
		Finance Director (133)	Assessors (141)
5100	Personal Services	26,692	67,992
5200	Purchase of Services	115	496
5400	Supplies	1,968	19,118
5700	Other expenditures	16,585	60,119
5800	Other Capital Outlay	0	2,429
	TOTAL	45,360	150,154
		Treas./Collector (145)	Law (151)
5100	Personal Services	68,402	30,000
5200	Purchase of Services	577	0
5400	Supplies	14,993	4,921
5700	Other Expenditures	0	2,500
5900	Debt Service	13,104	0
	TOTAL	97,076	37,421

UMAS Account Code #	Object of expenditure	Personnel Board (152)	Town Clerk (161)
5100	Personal Services	936	36,073
5200	Purchase of service	0	333
5400	Supplies	92	1,910
5700	Other expenditures	399	0
	TOTAL	1,427	38,316
		Election (162)	Registration (163)
5100	Personal services	19,823	1,195
5400	Supplies	0	5,893
	TOTAL	19,823	7,088
		Conservation Comm. (171)	Planning Board (175)
5100	Personal Services	7,363	14,362
5200	Purchase of Service	101	100
5400	Supplies	1,417	7,680
5700	Other expenditures	12,256	22,841
5800	Other Capital Outlay	131,421	0
	TOTAL	152,558	44,983
		Zoning Board (176)	Public Property (192)
5100	Personal Services	2,170	7,988
5200	Purchase of Service	0	23,302
5400	Supplies	2,785	0
5700	Other expenditures	0	36,324
5800	Other Capital Outlay	0	76,460
	TOTAL	4,955	144,074
		Town Reports (195)	Other Gen. Govt. (199)
5700	Other Expenditures	10,518	137,271
	TOTAL	10,518	137,271

UMAS Account Code #	Object of expenditure	Police (210)	Fire (220)
5100	Personal Services	1,677,942	186,574
5200	Purchase of Service	14,799	371
5400	Supplies	124,871	43,738
5700	Other Expenditures	3,287	1,900
5800	Other Capital Outlay	39,973	64,000
	TOTAL	1,860,872	296,583
		Building Insp. (241)	Gas Insp. (242)
5100	Personal Services	42,245	2,018
5200	Purchase of Service	191	0
5400	Supplies	6,863	0
5700	Other Expenditures	3,608	0
	TOTAL	52,907	2,018
		Plumbing (243)	Weights (244)
5100	Personal Services	9,313	0
5700	Other Expenditures	0	633
	TOTAL	9,313	633
		Electrical (245)	Civil Defense (291)
5100	Personal Services	13,311	0
5700	Other Expenditures	0	330
	TOTAL	13,311	330
		Dog Officer (292)	Forestry (293)
5100	Personal Services	20,040	100
5200	Purchase of Services	363	0
5400	Supplies	5,534	9,997
5700	Other Expenditures	0	4,704
5800	Other Capital Outlay	12,438	4,322
	TOTAL	39,275	19,123

UMAS Account Code #	Object of expenditure	Highway Construction (422)	Snow & Ice Removal (423)
5100	Personal Services	98,762	120,642
5200			
5400	Supplies	71,829	0
5700	Other expenditures	0	164,684
5800	Construction	123,406	0
5800	Other Capital Outlay	28,725	0
	TOTAL	322,722	285,326
		Street Lights (424)	Other Highway (429)
5100	Personal Services	0	17,739
5200	Purchase of Services	60,448	425
5400	Supplies	0	63,596
5700	Other Expenditures	0	100,970
5800	Other Capital Outlay		149,999
	TOTAL	60,448	332,729
		Waste Collection & Disposal (433)	Water (450)
5100	Personal Services	0	166,525
5200	Purchase of Services	164,402	489
5400	Supplies	0	188,670
5700	Other expenditures	279,182	900
5800	Construction	0	32,246
5800	Other Capital Outlay	60,215	41,676
	TOTAL	503,799	430,506
		Cemetery (491)	Health Inspection Services (510)
5100	Personal Services	25,208	18,333
5200	Purchase of Services	169	332
5400	Supplies	10,744	1,506
5700	Other Expenditures	852	56,137
5800	Other Capital Outlay	2,800	0
	TOTAL	39,773	76,308

UMAS Account Code #	Object of expenditure	Other Health Inspection (519)	Nursing (522)
5100	Personal Service	2,494	4,140
	TOTAL	2,494	4,140
		Council on Aging (541)	Veterans Services (543)
5100	Personal Services	0	37,906
5200	Purchase of Services	0	317
5400	Supplies	0	2,541
5700	Other expenditures	8,235	24,213
	TOTAL	8,235	64,977
		Other Human Svcs. (599)	Museum (670)
5700	Other expenditures	6,719	1,522
	TOTAL	6,719	1,522
		Library (610)	Recreation (630)
5100	Personal services	186,634	22,540
5200	Purchase of services	8,443	0
5400	Supplies	77,869	30,016
5700	Other expenditures	1,240	0
5800	Construction	157,325	0
5800	Other Capital Outlay	10,076	31,840
	TOTAL	441,587	84,396
		Other Cultural and Recreational (699)	
5100	Personal Services	55,945	
5200	Purchase of Services	1,289	
5400	Supplies	17,888	
5700	Other Expenditures	661	
	TOTAL	75,783	

REVENUES AND EXPENDITURES OF TOWN SCHOOL SYSTEMS

UMAS

Account Code#	Object of expenditure	General Fund	School Lunch Fund	Professional Devel. Fund
4270	Charges for Services	9,844		
4370	Other Revenues	450,603	284,163	
4540	Federal Revenue-Direct	14,420		
4580	Federal Revenue-Thru State	220,282	39,601	
4620	State Education Aid	2,057,223	19,460	67,456
4660	State Aid Other	450,285		
4800	Miscellaneous	12,468		
	TOTAL REVENUE	3,215,125	343,224	67,456
5100	Personal Services	6,564,866	105,441	
5200	Purchase of Service	104,225		63,813
5400	Supplies	1,817,779	234,102	
5600	Intergovernmental	450,603		
5700	Other Expenditures	8,209		
	TOTAL EXPENDITURES	8,945,712	339,543	63,813

UMAS Account Code #	object of expenditure	Retire (911)	Unemploy ment (913)	Health Ins. (914)	Life Ins. (915)	Other
5100	Personal Services	0	32,637	227,351	2,351	0
5700	Other Expenditures	0	0	0	0	300,140
5100	Personal Services	308,520	0	0	0	0
	TOTAL	308,520	32,637	227,351	2,351	300,140

		Retire Debt Principal (710)	Interest on Long Term Debt (751)	Interest on Short Term Debt (752)
5900	Debt Service	514,295	82,878	13,104
	TOTAL	514,295	82,878	13,104

SUMMARY

TOTAL NON-SCHOOL GENERAL FUND EXPENDITURES

5100	Personal Services	3,621,632
5200	Purchase of Service	290,314
5400	Supplies	723,662
5700	Other Charges & Expenditures	1,282,098
5800	Construction	888,874
5800	Other Capital Outlay	80,477
5900	Debt Service	610,277
	TOTAL	7,497,334

UMAS Account Code #	Object description	State Grants	Athletics	Lost Book Fund
4660	State Aid Other	280,206	0	0
4800	Miscellaneous	0	22,332	3,880
	TOTAL REVENUE	280,206	22,332	3,880
5100	Personal Services	240,244	1,799	0
5200	Purchase of Service	5,996	0	0
5400	Supplies	0	68,592	2,046
	TOTAL EXPENDITURES	246,240	70,391	2,046

SUMMARY

UMAS Account Code #	Object Description	Total Special Revenue	Total All Revenue
4270	Charges for Services	0	9,844
4370	Other Revenues	284,153	734,766
4540	Federal revenue Direct	0	14,420
4580	Federal Revenue thru State	39,601	259,883
4620	State Education Aid	86,916	2,144,139
4660	State Aid Other	280,206	730,491
4700	Other intergovernmental Rev.	0	0
4800	Miscellaneous	26,212	28,680
	TOTAL REVENUE	717,098	3,932,223
5100	Personal Services	347,484	6,912,350
5200	Purchase of Services	69,809	174,064
5400	Supplies	304,740	2,122,519
5600	Intergovernmental	0	450,603
5700	Other expenditures	0	8,209
	TOTAL EXPENDITURES	722,033	9,667,745

UMAS

Account

Code #	Object Description	General Fund
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5621	County Assessment - Tax	149,552
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5634	State Assessment - M.V. Excise	2,159
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5636	Elderly Government Retirees	2,687
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5639	Mosquito Control Proect	22,683
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5640	Air Pollution Control	2,579
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5643	Regional Planning Council - NMAC	3,728
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5693	Regional Transit Authority	8,673
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	Total Intergovernmental Assessments	192,061
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PART V - SPECIAL REVENUE FUNDS

UMAS Account Code #	Object description	Federal Revenue Sharing	State Grants (Hurricane)	State Grants (DEQE)	Highway Improvements Grants
4500	Federal Revenue	225,447	0	0	0
4600	State Revenue	0	22,429	2,483	157,177
4820	Earnings on Investment	9,375	0	0	0
	Total Revenues	234,802	22,429	2,483	157,177
5100	Personal services	234,802	0	0	60,315
	Total Expenditures	234,802	0	0	60,315
			Insurance Reimburse- ments	Sale of Cemetery Lots	Arts Lottery
4800	Miscellaneous Revenue		106,454	4,050	
4820	Earning of Investment		0	2,110	
4600	State Revenue		0	0	7,164
	Total Revenue		106,454	6,160	7,164
5200	Purchase of service		0	0	7,164
5960	Transfer to other Funds		0	3,022	0
	Total Expenditure		0	3,022	7,164

SUMMARY					
			Grand Total all Special Revenue		
4500	Federal Revenue		225,427		
4600	State Revenue		189,253		
4800	Miscellaneous Revenue		110,504		
4820	Earnings on Investment		11,485		
	Total Revenue		536,669		
5100	Personal Services		295,117		
5200	Purchase of services		7,164		
	Total Expenditure		302,281		
5960	Transfer to other Funds			3,022	
	Total Expenditure and Other Financing uses		305,303		

PART VI - CAPITAL PROJECTS FUNDS

None

PART VII - SPECIAL ASSESSMENT FUNDS

UMAS Account Code #	Object description	Street Betterment Fund	Total all Special Assessment Fund
4174	Penalties and Interest	0	0
4200	Charges for Services	6,330	6,330
4300	Other User Charges	0	0
	Total Revenues	6,330	6,330
	Fund Balance 7/1/85	2,272	2,272
	Fund Balance 6/30/86	4,181	4,181

PART VIII - ENTERPRISE FUNDS

None

PART IX - TRUST FUNDS

UMAS Account Code #	Object description	Stabili- zation Fund (a)	Perpe- tual Care Fund (b)	Conser- vation Trust Fund (c)	Library Trust Fund (d)
4800	Miscellaneous revenue	0	12,342	0	0
4820	Interest on Investment	38,029	0	2,747	12,145
4970	Transfer from other Funds	0	0	0	5,000
	Total Trust Revenue	38,029	12,342	2,747	17,145
		Whitney Shade Tree	Whitney Plygrnd	Misc. Trusts	Total Rev. All trusts
4820	Interest on Investment	0	0	0	12,342
4820	Interest on Investment	296	2,024	2,575	57,816
4970	Transfers from other Fund	0	0	0	5,000
	Total Revenues and other Financing Sources	296	2,024	2,575	75,158

UMAS Account Code #	Object Description	Stabili- zation Fund (a)	Perpe- tual Care (b)	Whitney Play Trust Fund (c)	Library Trust Fund (d)
5200	Purchase of Service	0	10,108	0	0
	Excess (deficiency) of revenues over expenditure	0	2,234	0	0
	Fund Balance 7/1/85	0	125,021	0	0
	Fund Balance 6/30/86	0	127,255	0	0
5960	Transfer to other Fund	337,871	0	0	5,000
5400	Supplies	0	0	114	7,286
Total Expenditure Other Financing Use		337,871	10,108	114	12,286
<hr/>					
			Total All Trust Fund		
5200	Purchase of Services		10,108		
5400	Supplies		7,400		
Total Expenditures			17,508		
5960	Transfers to other funds			342,871	
Total Expenditures and Other Financing Uses			360,379		

PART X - AGENCY FUNDS

Fund/Item Description	Balance 7/1/85 (a)	Additions (b)	Deductions (c)	Balance 6/30/86 (d)
A. Police Extra Detail	(949)	(9,986)	9,844	(1,091)
B. Sales Tax to State	0	0	0	0
C. Meals Tax to State	1	529	529	0
G. School Extra Detail	(14,483)	(93,314)	97,963	(9,834)
H. Street Betterments	5,394	3,376	0	8,770
TOTAL ASSETS	(10,037)	(99,395)	10,336	(2,155)
A. Due to Town	(949)	(9,986)	9,844	(1,091)
B. Due to State	0	0	0	0
C. Due to State	1	529	529	0
G. Due to Town	(14,483)	(93,314)	97,963	(9,834)
H. Due to Residence	5,394	3,376	0	8,770
TOTAL LIABILITIES	(10,037)	(99,395)	10,336	(2,155)

PART XI - PERSONNEL EXPENDITURES

A. Total Salaries and Wages	9,353,862
B. Total Number of Employees	488

PART XII - DEBT OUTSTANDING, ISSUED, AND RETIRED THIS FISCAL YEAR

Item description	Outstand- ing 7/1/85	Issued this fis- cal Year	Retired this fis- cal Year	Outstand- ing 6/30/86	Interest this fiscal Year
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GENERAL OBLIGATION BONDS

Water	400,000	0	55,000	345,000	30,236
School	830,000	0	415,000	415,000	30,165
All other purpose	127,500	197,700	44,295	280,905	22,477
TOTAL	1,357,500	197,700	514,295	1,040,905	82,878

SHORT TERM DEBT

Tax Anticipation loan	3,000,000	3,000,000	13,104
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TOTAL	3,000,000	3,000,000	13,104
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PART XIII - CASH AND INVESTMENT ASSETS AS OF JUNE 30, 1986

UMAS Account Code #	Type of Asset	General Fund (a)	Special Re- venue Fund (b)	Trust Fund (c)	Total all Funds (d)
1010	Cash on hand	597,283	126,112	411,930	1,135,325
1070	Cash-saving (restricted)	1,700,000	0	0	1,700,000
1120	Certificates of deposit	500,000	0	0	500,000
TOTAL		2,797,283	126,112	411,930	3,335,325

PART XIV - TAX RATE (PER THOUSAND) FOR FISCAL YEAR 1986

	General tax rate (a)	School tax rate (b)	Total tax rate (c)
Residential	5	8	13
Commercial	5	8	13

PART XV - RECONCILIATION OF FUND EQUITY

N/A

PART XVI - RECONCILIATION OF CASH AND CASH DISBURSEMENTS

- | | |
|-------------------------|------------|
| 1. Cash Balance 7/1/85 | 1,139,508 |
| a. Plus - Receipts | 29,826,399 |
| b. Less - Disbursements | 29,830,682 |
| 2. Cash Balance 6/30/86 | 1,135,325 |

PART XVII - EXPENDITURES MADE FROM FEDERAL GENERAL REVENUE SHARING FUNDS ONLY

Current Expenditures		
Purpose	Budgeted	Actual
POLICE	267,887	267,887

TRUST FUND REPORT
7-1-85 TO 6-30-86

TRUST FUND	PRIN.	INT. 6-30-86	INT. REC. 7-1-85 - 6-30-86	WITHDRAW.	DEPOSIT	BAL.
						6-30-86
Perpetual Care	106612.50	20321.82	9616.81	(10108.00)		126443.13
Charles Wright	1500.00		148.91			1648.91
William Wright	5000.00	3197.01	693.89	(1450.00)		7440.90
Lyman Wilkins	1413.11	808.50	200.47			2422.08
J.Herbert Fletcher	500.00	398.55	77.04			975.59
Alonza Reed	1500.00	769.18	514.72			2783.90
Metcalf & Soldiers	1300.00	4565.40	246.16			6111.56
Book Fund	12650.00	2844.73	1138.88			16633.61
Lecture Fund	28597.40	5618.81	2590.02	(3070.63)		33735.60
All-Purpose	17505.08	2135.83	1693.50	(1435.48)		19898.83
Library Trustee	25925.95	6622.44	6603.11	(3884.99)		35266.51
J.V. Fletcher Lib.	27941.00	796.36	1701.34			30438.70
Conservation	35825.39		2746.69		50000.00	88572.08
Whitney Tree	2500.00	5499.97	296.44			8296.41
Whitney Playground	10000.00	24980.61	2024.24	(11400.00)		25604.85
	278770.43	78559.21	30292.22	(31349.10)	50000.00	406272.76

Paula Brule
Treasurer-Collector

TREASURER'S REPORT
7-1-85 TO 6-30-86

Cash Balance	6-30-85	1,139,608.27	
Total Receipts	6-30-86	29,546,127.47	30,685,735.74
Total Payments	7-1-85/6-30-86	29,550,410.55	
Bal. On Hand	6-30-86	1,135,325.19	30,685,735.47

Paula Brule
Treasurer-Collector

PRIN. &
INT. PD.
6-30-85

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PRINCIPAL & INTEREST ON LOANS con'd

<u>DATE</u>	<u>LOAN</u>	<u>PRIN.</u>	<u>PRIN. & INT. PD. 6-30-85</u>	<u>PRIN. & INT. PD. THRU6-30-86</u>	<u>BALANCE</u>
9/27/85	Amt.of Fed. Grant	50000.00		50000.00 3041.67	
12/15/83	Sparks Hill	485000.00	100000.00	50000.00	335000.00
12/15/92			63075.00	26100.00	81743.75
7/28/83	Littleton Rd.	25745.00	10745.00 3287.90	5000.00 1094.00	10000.00 1096.00
		562745.00	110745.00 66362.90	105000.00 30235.67	345000.00 82839.75
5/1/72	Westford	4620000.00	4010000.00	305000.00	305000.00
11/1/87	Academy		1702105.00	21502.50	7167.50
1/15/69	Robinson	1175000.00	1010000.00	55000.00	110000.00
7/15/88	Elem.		526950.00	8662.50	11137.50
		5795000.00	5020000.00 2229055.00	85500.00 30165.00	415000.00 18305.00

Paula Brule
Treasurer-Collector

TAX COLLECTOR'S REPORT
7-1-85 TO 6-30-86

	COMMITMENT	COLL.	ABATEMENTS	REFUNDS	TAX TITLE	-BALANCE
1966-1980	103344.20					103344.20
1981 Exc.	29719.12					29719.12
P.P.	2306.01					2306.01
A.S.B.	335.82					335.82
1982 P.P.	2019.47					2019.47
A.S.B.	1310.27					1310.27
Exc.	18656.24					18656.24
FA.	1043.75					1043.75
1983 Exc.	13798.76	4041.59	244.11	23.75		9536.81
R.E.	108685.50	83124.03	126.67		(7919.96)	17514.84
P.P.	3505.61					3505.61
A.S.B.	756.12	169.53				586.59
1984 R.E.	141402.29	104615.66		31.87	(7371.80)	29446.70
P.P.	1191.64	396.75				794.89
A.S.B.	352.00					352.00
Exc.	40853.89	14854.96	1458.45	734.89		25275.37
1985 R.E.	328550.39	226492.21	745.81	13263.44	(7332.63)	107243.18
Exc.	352348.35	288580.06	18482.27	7857.65		53143.67
A.S.B.	534.40	444.09				90.31
Boat	621.50					621.50
P.P.	2394.17	1105.13				1289.04
1986 R.E.	9262216.60	8572130.36	35912.50	33097.48		687271.22
P.P.	159267.33	150042.71	52.03	767.34		9939.93
Exc.	663064.12	528764.26	26898.78	1362.90		108763.98
A.S.B.	12636.83	9806.17				2830.66
61A & B	14047.39	14047.39				
F.A.	1090.61	132.61				958.00
Forest	375.84	375.84				
Boat	2553.00	1635.02	764.00			153.98
	11268981.22	10000758.37	84684.62	57139.32	22624.39	1218053.16

REPORT OF THE WATER DEPARTMENT

JULY 1, 1985 - JUNE 30, 1986

RECEIPTS:

WATER RATES	\$445,115.67
GUARANTEE DEPOSITS (Services)	160,777.02
GUARANTEE DEPOSITS (Extensions)	28,553.65
ADDITIONAL SERVICES and MISCELLANEOUS	41,870.56
INTEREST	<u>924.15</u>
	\$677,241.05

EXPENDITURES:

WAGES and SALARIES	\$163,693.79
PIPE and SUPPLIES	64,991.81
MAINTENANCE and OPERATION	122,269.52
REFUNDS:	
WATER RATES	\$ 74.85
MISCELLANEOUS	5,040.55
SERVICES (Guarantee Deposit)	<u>589.20</u>
EXTENSIONS (Deposit Accounts):	
COSTS THROUGH 6/30/86	\$28,590.73
LESS ACCOUNT BALANCES 7/1/85	<u>3,393.25</u>
REFUNDS	\$25,197.48
LESS ACCOUNT BALANCE 6/30/86	<u>3,501.79</u>
CAPITAL OUTLAY:	145.62
PAINTING FRANCIS HILL TANK	28,553.65
PAYMENTS ON LOANS:	16,944.33
LITTLETON ROAD EXTENSION	
SPARKS HILL WATER STORAGE TANK	<u>\$ 6,095.00</u>
	<u>76,100.00</u>
WATER SURPLUS	\$484,352.70
	\$192,888.35

EXTENSIONS (GUARANTEE DEPOSITS)

WHITNEY DRIVE EXTENSION (John S. Giaimo, Inc.)

Account balance July 1, 1985

Expenses: Hot top

\$ 847.96
\$ 847.96

CREST DRIVE EXTENSION (John M. Adamczyk, Inc.)

Account balance July 1, 1985

Expenses: Refund

\$ 590.25
\$ 590.25

LOWER ROAD EXTENSION (Seven Takers)

Account balance July 1, 1985

Expenses: Labor

Refund

\$ 1,955.04
\$ 425.60
1,529.44
\$ 1,955.04

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ROUTE 110 EXTENSION - SHOPPING CENTER (Westford Valley Marketplace Trust)

Deposit

Expenses: Pressure test & disinfect

Install & cut sleeve & valve (Riani & Sons)

Refund

\$ 1,606.50
\$ 315.00
280.00
1,011.50
\$ 1,606.50

FLAGG ROAD EXTENSION (Charles Korsak)

Deposit

Expenses: Pipe

Supplies

Pressure test & disinfect

Install & cut sleeve & valve (Riani & Sons)

Refund

\$ 12,364.46
\$ 8,701.86
2,362.00
630.00
300.00
370.60
\$ 12,364.46

POLLYANNA LANE EXTENSION (Robert Dooley)		
Deposit		\$ 14,582.69
Expenses:		
Pipe	\$ 5,875.84	
Supplies	2,407.47	
Pressure test & disinfect	315.00	
Backhoe & loader (R. L. LeGacy & Son Inc.)	5,730.00	
Labor	400.00	
	<u>\$ 14,728.31</u>	
Account balance due June 30, 1986		<u>145.62</u>
		<u>\$ 14,728.31</u>
HILDRETH STREET EXTENSION		
Account balance July 1, 1985		\$ 7,466.63
Account balance June 30, 1986	\$ 7,466.63	
<u>EXTENSIONS (Out of Water Surplus)</u>		
EAST PRESCOTT STREET		
Account balance July 1, 1985		\$ 5,235.27
Account balance June 30, 1986	\$ 5,235.27	
OAK HILL ROAD EXTENSION		
Account balance July 1, 1985		\$ 8,454.21
Account balance June 30, 1986	\$ 8,454.21	
ROUTE 110 CONTRACT		
Account balance July 1, 1985		\$ 2,222.37
Expenses:		
Pipe, fittings & installation (Bates & Sons)	\$ 2,222.00	
Transfer (General Funds)	.37	
	<u>\$ 2,222.37</u>	
WATER MAIN EXTENSION (Plain Road, Depot Street & Cold Spring Road)		
Water Surplus		\$200,000.00

Expenses: Engineering services	\$ 12,940.58	
Account balance June 30, 1986	187,059.42	
	<u>\$200,000.00</u>	
PRESSURE REDUCING VALVE - BOSTON ROAD		
Water Surplus		\$ 12,000.00
Expenses: Pipe	\$ 188.00	
Supplies	1,188.02	
Police	670.76	
Hot Top	303.60	
Altitude valve	2,048.00	
Manholes	2,175.00	
Account balance June 30, 1986	5,426.62	
	<u>\$ 12,000.00</u>	
HOWARD ROAD WELL FIELD/PUMPING STATION		
Water Surplus		\$200,000.00
Expenses: Well testing (D. L. Maher Company)	\$ 2,838.50	
Account balance June 30, 1986	197,161.50	
	<u>\$200,000.00</u>	
FRANCIS HILL STANDPIPE (Borrowed Money)		
Account balance July 1, 1985		\$ 1,074.98
Account balance June 30, 1986	\$ 1,074.98	
FORGE VILLAGE ROAD WELL FIELD AND PUMP (Borrowed Money)		
Account balance July 1, 1985		\$ 1,939.00
Account balance June 30, 1986	\$ 1,939.00	
SPARKS HILL WATER STORAGE TANK (Borrowed Money)		
Account balance July 1, 1985		\$ 2,365.45
Account balance June 30, 1986	\$ 2,365.45	

WATER ANALYSIS TOWN WELLS

Appropriation		
Expenses: Analysis	\$ 900.00	
Transfer (General Fund)	5,100.00	
	<u>\$ 6,000.00</u>	\$ 6,000.00

Respectfully submitted,

Board of Water Commissioners

Hervey J. Cote
Kevin J. Woitowicz
Robert A. Hunt

Hervey J. Cote, Chairman
Kevin J. Woitowicz
Robert A. Hunt

REPORT OF THE WATER DEPARTMENT SUPERINTENDENT
FOR THE YEAR ENDING DECEMBER 31, 1986

NUMBER OF GALLONS PUMPED:

January	42,844,600
February	37,006,700
March	44,216,500
April	39,000,000
May	47,547,200
June	45,828,700
July	51,250,200
August	46,957,900
September	38,893,100
October	38,032,200
November	35,684,000
December	37,133,200
	<u>504,394,300</u>

LARGEST DAY - July 21, 1986	2,091,100
LARGEST WEEK - July 20 thru 26, 1986	12,880,100

NEW EXTENSIONS:

Applewood Drive	850 feet	8 inch pipe
Buckboard Drive	5,565 feet	12 inch pipe
Buckboard Drive	2,475 feet	8 inch pipe
Canter Circle	350 feet	8 inch pipe
Carlisle Road	300 feet	12 inch pipe
Carriage Way	400 feet	8 inch pipe
Chamberlain Road	900 feet	8 inch pipe
Haywagon Circle	525 feet	8 inch pipe
Hunt Road	880 feet	12 inch pipe
Julie Joy Lane	1,200 feet	6 inch pipe
Kylemore Drive	2,500 feet	8 inch pipe
Ledgewood Drive	850 feet	8 inch pipe
Old Tadmuck Road	750 feet	8 inch pipe
Pine Ridge Road	1,300 feet	8 inch pipe
Stonebolt Way	260 feet	8 inch pipe
Tadmuck Road	950 feet	12 inch pipe

NUMBER OF NEW SERVICES INSTALLED - 149
NUMBER OF NEW HYDRANTS INSTALLED - 34

Respectfully submitted,

Harold A Fletcher

Harold A. Fletcher
Superintendent

TO THE CITIZENS OF THE TOWN OF WESTFORD, your School Committee respectfully submits its report for the 1985-1986 school year.

SCHOOL COMMITTEE

Allan Timmins, Chairman	692-2736	Term expires 1987
Judith Culver, Vice Chairman	692-7433	Term expires 1988
Harry Manuel, Secretary	692-6311	Term expires 1988
Cathy Lane	692-7255	Term expires 1989
Anthony Martinez	692-6058	Term expires 1987
Madonna McKenzie	692-3721	Term expires 1988
George Murray	692-2270	Term expires 1989

OFFICE OF THE SUPERINTENDENT OF SCHOOLS

Dr. John Crisafulli, Superintendent	692-5560
Joy Shelton, Secretary to Superintendent	

Dr. Henry C. Zabierek, Director of Programs/Staff Dev.	
Shirley Mantone, Secretary to Director	

Charles J. Fiorino, Business Manager	692-5562
Roberta Mack, Receptionist/Secy. to Bus. Mgr.	
Alice Watson, Bookkeeper	
Blanche Crocker, Asst. Bookkeeper	
JoAnne DelPapa, PT Bookkeeper	

Dr. Kevin Dwyer, Administrator of Special Education	692-5565
Joan Chipchak, Secretary to Administrator of Special Ed	

Dr. Jane Coleman, School Psychologist	
Alma Swartz, School Psychologist	
Nancy Ferraro, Team Chairperson	
Rosalie Milot, Secretary/Receptionist	

SCHOOL TELEPHONES

Westford Academy	692-5568	Frost School	692-5594
Music Office	692-5575		
Guidance Office	692-5572	Cameron School	692-5589
Athletic Office	692-5578		
Food Services	692-5576	Nabnasset School	692-5583
Abbot Middle School	692-5580	Robinson School	692-5586
Norman E. Day School	692-5591		

SCHOOL PHYSICIAN

Dr. David Watson, 200 Littleton Road, Westford

692-3161

SCHOOL NURSES

Anne McCusker, RN, Head Nurse, Office: Abbot School	692-5580
Barbara Brewer, RN, Office: Westford Academy	692-5568
Beverly Shepherd, RN, Office: Robinson School	692-5586
Virginia Toupin, RN, Office: Norman E. Day School	692-5591

SCHOOL SESSIONS FOR PUPILS

Westford Academy	Grades 9-12	7:45 AM - 2:30 PM
Late Bus		4:00 PM
Middle Schools	Grades 6-8	8:45 AM - 3:00 PM
Late Bus.		4:10 PM
Elementary Schools	Grades 1-5	8:15 AM - 2:00 PM
Kindergarten AM		8:15 AM - 10:45 AM
Kindergarten PM		11:30 AM - 2:00 PM

NO SCHOOL SIGNALS

These consist of two blasts on the fire horn at Westford Center and a long wail on the sirens in the villages, all at 6:30 AM for the high school. The same signals will be used at 7:00 AM for the elementary and middle schools. The following stations carry our no school announcements at 6:30 AM:

WCAP	Lowell	980	WHDH	Boston	850
WBZ	Boston	1030	CHANNEL 4	Boston	
WLLH	Lowell	1400	CHANNEL 5	Boston	
WEEI	Boston	590	Cable TV		

It is the policy of the School Committee to keep schools in session on all days during which it is safe for buses to be operated. The widely varying conditions in the several parts of Westford make it difficult to reach decisions equally fair to all. On days when weather conditions are questionable, parents are urged to exercise their own judgment as to the wisdom of sending children to school.

SCHOOL VISITS

You are welcome in your schools to talk with the school principal and staff whether or not you have children in the schools. However, in order not to interrupt a class, you are urged to: 1) Check in with the principal before visiting a class, and 2) Make an appointment if you wish to discuss your child's progress with a teacher.

SCHOOL ADMISSION

Children are eligible for enrollment in kindergarten in September 1987 if they have attained the age of five prior to September 1; in grade 1 if they have attained the age of six years. Birth certificate and evidence of successful vaccination are necessary for registration of any child new in Westford. Those transferring from other schools should present transfer cards.

SCHOOL COMMITTEE MEETINGS

The School Committee meets in regular session, every two weeks on Mondays, except during July, at 7:30 PM. There are also special meetings called from time to time, especially during budget season. Meetings are usually held in Room 114 of the Westford Academy, and are posted at the Town Hall. Public is encouraged to attend.

SCHOOL CALENDAR 1985-86

Fall Term:	September 4 - November 8
Winter Term:	November 12 - January 24
Spring Term:	January 27 - April 4
Summer Term:	April 7 - June 17

Total School Days: 180

Days Omitted

Columbus Day	October 14
Veterans' Day	November 11
Thanksgiving Recess	November 27-December 2
Christmas Recess	December 20-January 2
Martin Luther King Day	January 20
Winter Recess	February 17-21
Good Friday	March 28
Spring Recess	April 21-25
Memorial Day	May 26

1985-86 REVIEW

The Westford School Committee respectfully submits to the citizens of Westford its 1985-1986 school operational program. This year we saw the second successive increase in elementary school enrollments. One impact on this increase has been kindergarten enrollments which have grown steadily since 1983.

During this year the School Committee, with Town Meeting approval, formed a Building Needs Study Committee and hired a consultant to assess our school facility needs. This group was formed after the School Committee received and discussed a final report submitted by the Citizens Advisory Committee for Organization. This advisory committee met throughout last year and concluded that due to our continued curriculum improvements, and the current and projected elementary enrollment increases, that our current space needs over the next ten years will be inadequate.

The Building Needs Committee was representative of all school districts, other Town Boards, administration, and School Committee. This task group, with its consultant, developed a ten-year enrollment projection, made on-site visits to each of our schools, determined school program requirements, and evaluated all plant facilities. This group presented its report to the School Committee on June 30.

The report established a plan by which the School Committee could best meet student instructional and enrollment needs through 1996. Recommendation highlights were:

- * Construction of a new middle school
- * Addition to the Nabnasset
- * Conversion of Abbot and Day to elementary schools
- * Closing Cameron and Frost Schools
- * Enclosing Robinson's outdoor play area

The report also recommended that all buildings be updated to reflect current safety codes, improve heating and ventilation systems, and perform overall refurbishments. We wish to thank the members of the building Needs Committee for their efforts and commitment in providing the School Committee with a thorough and timely report. Membership of the committee consisted of:

Dr. Gilbert Brown, Chairman	Mr. Raymond LaFrey
Dr. John Crisafulli	Mr. David Lomet
Mrs. Jeanne Drula	Mr. Harry Manuel
Mr. Robert Gouveia	Mr. Anthony Martinez
Mr. Rudy Hanzsek	Mr. George Murray
Mr. Robert Herrmann	Mr. Jose Ramirez
Dr. Henry Zabierek	

The budget approved in May of 1985 was \$8,466,005 - a 6.8% increase from the 1984-1985 budget. Reflected in this year's budget were recent negotiated settlements for teachers, administrators, custodians, and nurses.

Each year we compare Westford's per pupil expenditure with area communities. The State Department of Education provides a school comparison cost which is based upon our annual budget expenditures. This is accomplished by utilizing the "integrated per pupil cost" formula which represents the average cost of education for all the students residing in a community. The most recent data provides a comparison from FY85:

	<u>FY 82</u>	<u>FY 83</u>	<u>FY 84</u>	<u>FY 85</u>
Concord	3685	4151	4639	4931
Carlisle	3285	3639	4323	4531
Bedford	2792	3538	3789	4078
Littleton	2563	3017	3174	3658
Burlington	2455	2757	3097	3495
North Reading	2597	2918	3134	3399
Wilmington	2306	2662	2980	3326
Acton	2614	2886	3054	3215
STATE AVERAGE	-	-	-	3143
Andover	2879	2840	2957	3092
Dracut	2170	2506	2621	3045
Chelmsford	2178	2439	2721	3026
Groton	2346	2504	2716	2981
WESTFORD	2119	2400	2557	2981
Tewksbury	2454	2576	2690	2948
Reading	2407	2434	2787	2901
Shirley	2027	2474	2662	2879
Lunenburg	2164	2441	2519	2833
Billerica	1938	2448	2510	2732
N. Andover	2001	2243	2366	2530
Tyngsboro	1896	1980	2251	2435
STATE AVERAGE	2442	2661	2866	3143
WESTFORD'S RANKING	16th	18th	16th	12th
DIFF. \$ WESTFORD TO STATE AVERAGE	-\$223	-\$261	-\$309	-\$162

PERSONNEL

At the close of this school year, we saw the retirement of two teachers, James Coster and Margaret Geary, who provided Westford students with many years of dedicated and caring service. Mr. Luke Fortin retired as Head Custodian at the Nabnasset School after working for 27 years. Shirley Greenslade Luby, Manager of Food Services at Norman E. Day, retired after providing the students with 21 years of devoted service.

Kenneth Gerken, Elementary Physical Education Teacher, had a half-year sabbatical. He was enrolled at Springfield College and did advance study concentrating in the area of Physical Education Adaptives.

Cathy Lane was elected to the School Committee, succeeding Donald Bradanese. George Murray was re-elected for his third three-year term.

CURRICULUM AND PROGRAM IMPROVEMENT PROJECTS

Dr. Henry C. Zabierek
Director of Programs/Staff
Development

The 1985-1986 academic year was an active, productive one for Westford teachers as current instructional programs were refined, a new five-year plan for curriculum evaluation was adopted, and new programs were integrated into the existing academic curriculum. The formal adoption of outcome-based education began with outcome-based charts, depicting the expected learning outcomes for students at all grade levels, developed in English and math. Community support continued to be invaluable, particularly through the energetic work of the various PTO's and Citizen Advisory Committees on health and computers. Seven curriculum task committees, comprised of 25% of our teaching staff, ensured that curricula be grounded in classroom reality.

Language Arts

Several actions were taken to extend teacher training in the writing process and to explain the process to the community. Representatives of the task committee made a presentation to the School Committee in October. An October inservice session was held on process writing and three courses on process writing for teachers were

conducted during the year. Four inservice sessions on writing across the curriculum involved the English, Social Studies, and Science Departments at the Academy. Plans were formulated with the Groton Arts Center for bi-weekly appearances by a writer and an artist-illustrator to work with middle school language arts teachers.

Several teachers attended seminars of the Great Books Program and adopted the discussion techniques they learned in their classes. A great deal of task committee time was devoted to developing K-12 outcome-based charts; drafts were shared with teachers before final drafts were completed.

Three new teaching positions in reading for the middle schools were approved by the School Committee for the 1986-87 school year. This will provide a daily reading period for each student. Summer workshop time was provided for the development of an expanded curriculum.

Mathematics

The task committee focused on a variety of tasks throughout the year. Outcome-based charts for the K-12 math program were produced. A new textbook was selected for sixth grade math. Teachers from Robinson School made a presentation on the Math Their Way Program and the committee subsequently viewed the exciting program in action at the school. The committee developed an abstract to govern the eighth grade math program, in which the basic program was defined as pre-algebra, with the goal being to prepare students for algebra at the high school. Syllabi for the math program at Westford Academy were reviewed and updated. A proposal from the high school staff for initiating a course in Advanced Trigonometry was approved for the 1986-87 school year.

Science

Priorities were established for units in the science program at the middle schools to ensure that particular units were completed. Discussions were held with Mrs. Burt, the Health Coordinator, to ensure that materials were available for the teaching of a unit on drugs and alcohol; this unit will be handled via the expansion of the health curriculum during the 1986-87 school year. Three inservice "hands on" seminars were provided for teachers at Robinson School with positive results. The committee examined ways of interfacing computer software with the science program, with most of the initial action taking place at the high school.

Social Studies

A rationale statement for K-8 social studies was produced. The middle school social studies program was reviewed for the purpose of establishing consistency between grade levels and schools; teachers were encouraged to place more emphasis on certain concepts rather than the mere accumulation of factual knowledge. The committee recommended that future purchases of furniture at the middle and high school should include tables, rather than desks, in order to facilitate the type of instruction that takes place there. Members of the committee visited various facets of the Brookline Schools in January and discussed the possible introduction to our curriculum of some of the interesting programs they had seen there.

Computers

Active efforts were taken on several fronts to incorporate computers more fully into the curriculum, to add the necessary hardware for implementing our computer efforts, and to revise curricula in keeping with the increased computer sophistication of our students. The task committee plans for the implementation of an interdisciplinary laboratory at Westford Academy, making recommendations for computers, printers, software, inservice for teachers, and an aide by incorporating them into the FY87 budget. The middle school curriculum was modified so that computer use would be more integrated with the various curricula. Computer education was formally introduced at the elementary level in grades 4 and 5 with the addition of a computer teacher and aide to serve the elementary schools. Elementary and middle school computer teachers held a workshop for 5th and 6th grade teachers and had a subsequent summer workshop to implement "Voyage of the Mimi", an interdisciplinary program involving computers.

The Citizens' Advisory Committee on Computers met throughout the year and made presentations to the School Committee, lending their expertise to benefit the program. Particularly significant were their efforts which resulted in an updating of the high school main frame computer.

Health

The task committee was especially active in addressing the increasing demands placed upon them as the State and the Nation came to recognize the needs in this area that they and the Citizens' Advisory Committee on Health previously anticipated. A workshop for K-5 teachers was held in December to facilitate the use of drug/alcohol kits. Mark Mulligan, of the American Lung Association, a local resident, offered presentations on smoking and marijuana to elementary and middle schools that were warmly received. Information on AIDS was

gathered by the committee throughout the year for the proposed adoption of a unit on AIDS as part of the health curriculum. The committee made recommendations for expanding the curricula and staffing for Health at the middle schools which the School Committee adopted. A townwide committee on substance abuse was formed to share information and expertise and to coordinate efforts in formulating preventative measures for all Westford residents; its first meeting on May 8 featured a presentation by the Straight Program, a nationally known drug rehabilitation program.

The Citizens' Advisory Committee on Health continued to offer its expertise and support for the program, working closely with the Health Coordinator. This annual report was presented to the School Committee.

Gifted/Talented

The Gifted/Talented Program continued both its regular classroom programs and special units work with teachers to serve 11.6% of middle school students, a much greater percentage of students than is usually included in such programs. An inservice course for 4th and 5th grade teachers on differentiated instruction was conducted from October to December from which teachers developed units for their classrooms. Members of the task committee delivered a report to the School Committee in January. Three inservice sessions on thinking were held for middle school teachers. Plans were formulated for gifted/talented teachers to join the grade level teams at the middle schools in order to integrate more critical thinking activities into all phases of the curriculum.

In addition to those previously cited, other programs were adopted or planned for next year:

Artist/Educator Interchange Program - Four of our teachers will spend a week at the Berkshire School in Sheffield, and participate in workshops with practicing artists and writers for inclusion in their classes.

Extension of Advanced Placement Program - A course in Studio Art was adopted and plans are being made for more Foreign Language offerings.

West Suburban Creative Arts Council - The school system joined the Council, which reviews cultural and artistic programs presented in schools. It will allow us to be informed of quality programs for our students.

Horace Mann Grants - Through the passage of Public Law 188, the sum of \$22,980 was allocated to Westford for activities to supplement the curriculum. The selection of awards will be made by a joint committee of the WEA and the Administration.

STANDARDIZED TESTING 1985-1986

Since the 1983-84 school year, the Westford Public Schools have utilized two tests to implement the standardized testing program. The Comprehensive Test of Basic Skills measures skills in reading, language, spelling, mathematics, and reference work. The Test of Cognitive Skills measures abilities of a more abstract nature such as sequences, analysis, memory, and verbal reasoning.

Scores are expressed in stanines, which are ranges or bands within which a group scores on a test. Stanines 1-3 are considered below average; stanines 4-6 are for average achievement; stanines 7-9 are considered to be above average achievement. Westford students continue to score in the upper level of the average category.

COMPREHENSIVE TEST OF BASIC SKILLS Westford Stanine Scores

	<u>Gr.2</u>	<u>Gr.3</u>	<u>Gr.4</u>	<u>Gr.5</u>	<u>Gr.6</u>	<u>Gr.7</u>	<u>Gr.8</u>	<u>Gr.9</u>	<u>Gr.10</u>
Total Reading	6.6	6.2	6.8	6.4	5.8	6.4	6.2	6.1	5.8
Total Language	6.6	6.6	6.7	6.3	5.9	6.2	5.9	6.3	5.9
Total Math	7.0	6.6	6.8	6.6	6.7	6.1	6.3	6.3	6.1
Total Battery	6.7	6.8	6.9	6.4	6.2	6.3	6.1	6.4	6.1

BASIC SKILLS TESTING 1985-1986

This was the last year of the Massachusetts Basic Skills Improvement Policy of 1981. Under this plan, each school district has chosen the grades to be tested, the type of test to be used, and the cut-off score for reaching minimum standards. Westford has chosen to test at grades 3, 6, and 8; the requirement for 8th graders to be tested was waived because these students will be tested in 1986-87.

Beginning in the 1986-87 school year, basic skills testing will be implemented by the Department of Education, which will produce, correct, and report the results. Grades 3, 6, and 9 will be tested.

Percentage of Students Passing

<u>Curriculum Area</u>	<u>Grade 3</u>	<u>Grade 6</u>
Reading	98%	91%
Math	98%	91%
Writing	98%	98%
Listening	97%	

WESTFORD ACADEMY ANNUAL REPORT 1985-1986

Joseph F. Lisi
Principal

THE YEAR IN REVIEW

Curriculum and Instruction

Curriculum is the fuel that drives the learning and teaching in a school. Every year under the leadership of Department Heads, systemwide Curriculum Task Committees and the Program Director, curriculum is reviewed, updated, and made more appropriate for the learner.

Major areas of curriculum renovation included:

English - The development of learner objectives, "outcomes" for grades 9-12. The English, Science and Social Studies departments met throughout the year to discuss, review, and adopt writing standards for all students supporting the concept that all teachers are teachers of English.

Mathematics - The Math Curriculum Task Committee developed "outcome" based charts for grades 9-12 and established an "Advanced Trigonometry" course, continuing the accelerated math curriculum into grade 11. A second computer laboratory was installed with seventeen Macintosh computers, which will be used to teach Basic Programming and other computer oriented subjects.

Science - The Science Department implemented Advanced Placement Courses in Chemistry and Biology and restructured its general curriculum to give students a more practical experience in the study of Sciences.

Physical Education - The Physical Education Department implemented a health related "fitness" exam for all students and worked cooperatively with Advanced Computer students to have the results computerized. To comply with the newly adopted half-day exam policy, the Physical Education department developed a comprehensive test that surveyed the knowledge retained by students in activities completed during the school year.

Special Activities Highlight the School Year

Westford Academy's Student Council, under the direction of Al Duffett, Advisor; Barbara Harpley, President; Theresa Toupin, Vice President; Aniela Frattarola, Secretary; and Jeanette Blauth, Treasurer; once again organized a very successful Christmas Bazaar and School Spirit Week.

The Drama Club, directed by Pat Scannell, presented several well done pieces throughout the school year: in the fall, Voices From The High School, a play developed two years ago at Boston University, with a thirty-four member cast; Drive In which was presented in the winter with a seven member cast was selected by Massachusetts High School Drama Guild as Regional winner in the Festival 86 presentation of one act plays on March 1; and the spring musical, The Fantastics, received help from Karen Gounaud, who directed the music portion of the program.

The Music Department, under the direction of Blair Bettencourt, completed a highly successful year organizing the Christmas, Pops, and Spring Concerts; a trip to Florida, where they won first place honors in both Marching Band and Jazz Band competitions; and the Music Awards Night recognizing the accomplishments of its excellent musicians.

Staff Appreciation Week

Many Westford Academy parents supported programs throughout the school year. Most notable was the large number of parents involved in organizing the week-long series of activities during Staff Appreciation Week. Parents included: Mary Hanley, Jane Jurgeleit, Betsy Mills, Rita Norander, Mary Jo Cassidy, Tricia Eckel, Sally Benedict, Eileen Ross, Sue Bonner, Mary Poulter, Nancy Rothera, Jacki Carron, Jean Brush, Cathy Lane, Sarah Dreussi, Clara Kennedy, Marti Finnegan, Kathy Ahern, Eileen Hudak, Brenda Connell, Marge Barnett, Jane Hanzsek, Kit Pratt, Lucille Richards, Rosemarie Koester, Judy Kusmin, Jerri Buffo, Tina Lisien, Chris Baretta, Ronnie Adams, Donna Cormier, Gay McEvoy, Joanne Moulton, Linda Miller, Diane Santoro, Jane Doescher, Beverly Katsoulis, Linda Swenson,

Phyllis Forsythe, Jean Long, Peg Mullen, Carolyn Lumenello, Pat Wilders, Vernelle Dee, Judy Donohoe, Janet Main, Donna Harrill, and Barbara Clarke.

Media Center Volunteers - Claire Gillen, Linda MacPhail, and Fran Sinnott worked many hours during the school year helping to keep up with the shelving and filing of thousands of books used by Westford Academy students.

Student Achievements

National Merit Scholarship Program Semi-Finalists:

Ruth Carroll
Andrew Coxhead
Brice Due
Zara Girnius
Brian Nicholson
David Webber
Molly Wrobel

National Merit Scholarship Program Commended Students:

Jeannette Blauth
Robert Conry
Brian Donovan
Susan Jones
Michael Malik
Karen Smith
Lynn Stanton

Westford Academy's Athletic teams reached a new plateau of success. Never in the history of Westford Academy athletics have so many teams been so successful. Accomplishments included:

Football - League Championship, Super Bowl Division III
Field Hockey - Central MASS Division I Championship
Girls' Basketball - League Championship
Hockey - League Championship, Finalist in Central MASS Division II
Baseball - League Championship, Central MASS Division II
Championship
Softball - Central MASS Division II Championship
Boys' Tennis - League Championship

Westford Academy concluded its Athletic season winning the Bentley Award which recognizes the school in the Wachusetts League with the highest winning percentage of its athletic teams.

Awards Assembly - June 4, 1986

The following students demonstrated excellence in the following areas:

PRESIDENTIAL ACADEMIC FITNESS AWARDS: Elizabeth Willard, Michael Misialek, Mike Malik, Carrie Lemieux, Jeanette Blauth, Robert Conry, Carolyn Ivory, Elizabeth Ahern, James Cassidy, John Adams, Lisa Gallo, Stephen Hersey, Lynn Stanton, Brice Due, Brian Nicholson, Susan Sundberg, Susan Jones, William Herzog, Tracey Guilmette, Jennifer Hutchinson, David Webber, Augusta Benedict, Wendy Gladu, Zara Girnius, Nancy Cleary, Ruth Carroll, Roslinde Collins, Daniel Towers, Christine Rasmussen, Raymond McCarthy, Karen Smith, Wendy Gloyd, Tracy Indresano, Jeffrey Bruce, Sandra Hermans, Molly Wrobel, Debbie Schultz, Tracey Fallon, Brian Donovan, Stephen Mahanna, Jane Walsh, Jacob Diamond, Eric Eldridge, Patricia Cridge, Jennifer Boucher

WESTFORD ACADEMY SPECIAL SERVICE AWARD - James Overbaugh

HANSCOM AFB OFFICER'S WIVES CLUB SCHOLARSHIP - Daniel Towers

AMERICAN ASSOCIATION OF UNIVERSITY WOMEN AWARD - Laura Macbeth

COLBY COLLEGE BOOK PRIZE - Joan Fragala

DARTMOUTH BOOK AWARD - Eric Schneider

ACTON ARTS LEAGUE AWARD - Nancy Cleary

EXCELLENCE IN ENGLISH AWARDS - Zara Girnius, Amy Murray, Jason Ellis, Jennifer Pratt, Shirley Macbeth

DRAMA AWARD - Kevin Joy, Amy Murray, Robert Rautenberg

EXCELLENCE IN SOCIAL STUDIES - Zara Girnius, Tom Spicer, Teresa Conway, Scarlet Tang, Jason Ellis, David Daly

ACHIEVEMENT AWARD - James Cassidy

EXCELLENCE IN MATHEMATICS - Brice Due (Advanced Calculus)
Eric Schneider (Trigonometry)
Frank Barrus (Geometry)
Andrew Walsh (Computer Logic I)
Andrew Coxhead (Calculus)
Michael Snyder (Algebra II)
Tina Grant (Algebra I)
Joe Tamburino (Computer Logic II)
Jeff Bruce (Advanced Computer)

EXCELLENCE IN SCIENCE - Ari Goetz (Earth Science)
Laura Macbeth (Chemistry)
Eric Schneider (Chemistry)
Jason Ellis (Biology)
Mike Misialek (Physics)

EXCELLENCE IN HOME ECONOMICS - Kara Katsoulis (Basic Foods)
Craig Fournier (Creative Foods)
Sharon Kennelly
Terry Toupin
Donna O'Neil
Melissa Armitage (Child Dev. I)
Alice Anderson (Basic Clothing)
Ginger Spory
Kim Cerchiaro
David Jones (Advanced Foods)
Robert Cerra (Child Dev. II)
Kristen Berroth (Interior Design)
Kathy Carroll (Advanced Clothing)

EXCELLENCE IN BUSINESS - Michelle Bruno (Business Ed Student)
Donna Jewell (Shorthand Speed)
Deborah Parsons (Accounting II)
Nancy Cleary (College Accounting)
Sandra Dee
Margo Crisafulli (Typing I)
Lisa Frost
Hayley Crossley (Office Ed Assoc.)
Donna Jewell (Word Processing)
John Bakke (Accounting III)
Terri Murphy
Elizabeth Tetrev (Accounting I)
Michelle Bruno (Typing II)
J. J. Heath (Business Aide)
Cathy Alcorn (School Store)

EXCELLENCE IN FOREIGN LANGUAGE - Jennifer McEnaney (German I)
Chris Donahoe (German II)
Christine Rasmussen (German III)
Tracey Fallon (German IV)
Jennifer Schaefer (French II)
Jason Ellis (French III)
Laura Macbeth (French IV)
Zara Girnius (French V)
William Morton (Latin I)
Sarah Worthley (Latin II)
Jennifer Wieselquist (Latin III)
Riki Girnius (Spanish II)
Michael Snyder (Spanish III)
Scarlet Tang (Spanish IV)
Teresa Conway (Spanish V)

NATIONAL LATIN AWARD - Jason Ellis, Sarah MacPhail, Kristine Gouveia, Dana Kozimor

AFS RECOGNITION - Matthias Wachter

FOREIGN STUDENTS RECOGNITION - Lars Jorgensen

EXCELLENCE IN ART - Erik Doescher, Scott Lapham, John Erbes, Jeff Pantanella, Keith Buffo, Bill Gordon, Joe Ferney, Nancy Cleary

EXCELLENCE IN INDUSTRIAL ARTS - Ken Progin, David Light, Jason Pomerleau, Krystal Halloran

EXCELLENCE IN PHYSICAL EDUCATION - Brian Donovan, Beth Ahern, Brian Hudak, Theresa Toupin, Chris Hutchinson, Cindy Tucker, Charles Georgoulakos, Amy Reed

YEARBOOK AWARDS - Christine Sarcia, Susan Breeding

EXCELLENCE IN MUSIC - Sandy Hermans, Craig Fournier

STUDENT COUNCIL AWARDS - Chris Dubosky, Jenny Blauth, Stephanie Brown, Barbara Harpley, Theresa Toupin

HEALTH SERVICE AWARD - Nancy Palma

PERFECT ATTENDANCE AWARDS - Jeffrey Bahnick, Thomas Berkowitz, Beth Bonner, Stephanie Brown, Scott Bruno, David Buretta, Kimberly Bussey, Katherine Carroll, Michael Christiana, John Costanzo, Jason Ellis, David Fournier, Lisa Hall, Robert Harron, James Hasseltine, Stephen Katsoulis, Robin L'Hussier, Kevin Marcinkowski, Robert Miller, Michael Misialek, William Morton, Julie O'Donnell, Theodore Rivet, Eric Schneider, Kristin Scott, Laura Stanton, Peter Wilders

Follow-up Report of Class of 1986 - 228 Students

	<u># Students</u>
4-year MASS University or State College	52
2-year MASS Community College	29
4-year Private or Out-of-State University/College	83
2-year Private or Out-of-State University/College	13
Other Post-secondary education/Career or Technical	2
Art Institute	2
Employed - Planning college later	4
Employed	24
Seeking employment	2
Military	3
Did not graduate - employed	4
Did not graduate - returning Fall 86	1
AFS - Foreign Exchange Students	2
Foreign Exchange Program - college later	1
Child Care	3
Prep School	3

135 Going on to a 4-year program	59%
42 Going on to a 2-year program	18%
<u>4 Other Post-secondary</u>	<u>2%</u>
181	79%

Colleges Attended by the Top 10%

1. Elizabeth Willard	U. California	12. Eric Schultz	Ithaca
2. Lynn Stanton	W.P.I.	13. Carrie Lemieux	Penn State
3. Zara Girnius	U. Chicago	14. Susan Sunberg	N.Adams
4. Sandra Hermans	Pine Crest Bible	15. Roslinde Collins	BC
5. Michael Misialek	Colby	16. Tracey Fallon	W.P.I
6. Brice Due	U. MASS	17. Jeanette Blauth	Cornell
7. Nancy Cleary	R.I.S.D.	18. Susan Jones	Holy Cross
8. Molly Wrobel	Cornell	19. Daniel Towers	Notre Dame
9. Michael Malik	Union	20. Brian Donovan	McGill
10. Brian Nicholson	Duke	21. Robert Conry	BC
11. Ruth Carroll	Georgetown	22. William Herzog	William & Mary

Student Behavior

The majority of students at Westford Academy behave extremely well and exert a very positive influence on the school. The small percentage who misbehave require a great deal of supervision and support from staff. The following statistics include a disciplinary summary and support services provided by House Teams:

Suspension Summary

Smoking	37
Truancy	81
Insubordination/Profanity/Disrespect	16
Theft	7
Fighting/Threats	10
Habitual/Multiple School Offenses	1
Mutiple Class Cuts	14
Drugs/Alcohol	18
Vandalism	4
Unauthorized/Reckless Use of Auto	3
Other (Snowballs, firecrackers, matches, food fights, not staying for OD, etc.)	<u>18</u>

209 Represents a total
of 118 students;
102 were in-school
suspensions.

Referrals and Other Services

Juvenile Probation Officer, Westford Police, School Social Worker/Psychologists, Learning Disability Tutor, Special Transportation, Work Study, Students Assisting Students, Centre Counseling, Home and Outside Tutors, G.E.D. Information, Private Psychologist, Al-Anon/Al-Teen, Welfare, Private Physicians, Department of Youth Services, Social Security Administration, D.S.S., Speech Therapy, Attendance Officer, Outside Educational Evaluation, N.H. Vocational Tech, Clark School (Deaf), MASS General Hospital, Hampstead Hospital, Bournewood, Charles River Hospital, McLean Hospital, Peer Counseling, Health Works, Therapeutic Tutors, Samaritans.

ABBOT MIDDLE SCHOOL ANNUAL REPORT 1985-1986

James Hunt
Principal

Cognitive skills are enhanced in an academic setting which provides strong affective programming. Throughout the 1985-1986 academic year, administrators, teachers, support staff, and parents have identified ample opportunities to provide supplementary learning experiences, enrichment program development, extra curricula activities, and expansion of school/community interaction.

A key element in the development of open community/school interaction is the establishment of a viable parent teacher organization. The entire Abbot Middle School program was truly enhanced and expanded via the successful endeavors of the Abbot Parent Teacher Support Group.

The Abbot Parent Teacher Support Group focused on the increased use of community resources for the benefit of students, parents, and staff. Programs directly benefitting from APTSG funding and support included:

- * Abbot Parent Open House - October 2
- * "Reading is Fundamental"
 - Book Distributions
 - Jay O'Callahan Assembly
- * December Book Fair
- * Jack Agati - "Encouraging Concepts Workshop" for Parents and staff
- * Establishment of the Abbot School Store

- * Monthly Abbot Newsletter (mailed to parents)
- * Joint Middle School Musical Production "South Pacific
- * Honors/Principal's Citation, Student/Parent Dinner
- * Orientation Night - Parents of Grade 5 pupils
- * Grade Level Field Experience
- * Student Council Activities
- * Staff Appreciation/Recognition Week
- * School Improvement Council - P. L. 188
- * Thompson Island - Grade 7 Residential Program
- * Student Memory Book Publication

Curriculum development at the middle school level involved numerous staff throughout the year. The New Jersey Writing Program was implemented with almost daily student writing including the writing of a required documented report. Several teachers applied for Horace Mann Grants which will be reviewed for potential implementation in the fall of '86. Many Abbot teachers served on Curriculum Task Committees under the direction of Dr. Henry Zabierek. "Voyage of the Mimi" curriculum experiences and activities are scheduled for integration into the grade 6 program next fall. A newly piloted math program in grade 6 proved most successful and will be incorporated during the 1986-87 academic year. Reading instruction at all grade levels will be increased from 90 to 180 pupil days. All integrated arts subjects (art, music, physical education, shop, and home economics) will be scheduled for 80 minute periods on a 5-day rotation representing a significant increase in meaningful time on task within these critical middle school disciplines.

Computer education continues to be a highly popular course among middle school pupils. Integration of computer skills into major disciplines has resulted in major team teaching projects and enhancement of standard teaching methodologies.

The grade 6 "Super Bowl Unit" and the grade 7 "Westford History Project" reflected staff dedication to the incorporation of high student interest activities within the standard program.

Abbot Middle School students were represented by a 10-member team in the "Intermediate Mathematics League Contests" throughout the year. Competition included meets with Tewksbury Jr. High, Chelmsford Jr. High, Andover-West Jr. High, Andover Doherty School, and the Norman E. Day School. Mr. Vogel and Mrs. Hung, staff advisors, were impressed with the students' progress and look forward to continuing the activity during the '86 - '87 school year.

The Abbot music program included major presentations at the annual Holiday Concert in December, the Pops Night in April, and exchange concerts with the Arlington Schools in May. Special programs included a Memorial Day Ceremony for students and community guests. The Stage Band

and Woodwind Choir presented additional programs at the Market Mills in Lowell on Memorial Day weekend and at the Methuen Mall during the holiday season. Several students auditioned successfully and participated in the Wachusett League Concerts - chorus and junior band.

Additional curriculum enhancement was accomplished via teacher sponsored programs including:

- * Grade 8 - Sturbridge Village Program - June
Cardigan Mountain Expedition - October
- * Grade 7 - Merrimack Repertory Theater
"Something A Foot" - April
"A Christmas Carol" - December
- * Grade 6 - Higgins Armory - November
Bicycle Safety Unit - June

The Thompson Island Off-campus Residential Program involved 97 grade 7 students and 9 staff members during the week of April 14-18. Environmental education and adventure treks highlighted the week's program on one of the most scenic islands in Boston Harbor.

The poetry Recitation Contest included students competing from both Day and Abbot Schools.

The Abbot intramural activity program was conducted after school on Tuesdays, Wednesdays, and Thursdays throughout the year. Popular student activities included trac-ball, floor hockey, open gym activities, touch football, basketball, and chess.

The student newspaper "Abbot Warrior" was published and distributed to the entire student body in December, April, and June. The "Warrior" student staff and advisors have displayed commendable effort and talent in addressing this challenging project.

Students and staff generously supported community services including:

- * "Jump Rope for Heart" - \$900.00 donated to the Heart Association
- * "Lowell Open Pantry Food Drive" - 1,100 cans of goods donated to those in need
- * Annual Wooden Toy Train Raffle - proceeds contributed to Boston's Children's Hospital

On the evening of June 17, 1986, parents and staff attended the "Grade 8 Recognition Night" ceremony. This program provided a welcomed opportunity for the entire school community to reflect on the importance of middle school education in general, as well as individual student achievement. Outstanding achievement awards, outstanding progress awards, most improved student awards, perfect attendance awards, and school service awards were presented to individual students in recognition of noteworthy performance.

Abbot Middle School has experienced a year of change; growth; and renewed commitment to quality, diversified educational programs. I am grateful for the assistance and support of the Abbot Staff, Superintendent, School Committee, parents, students, and the Westford community. I look forward to the 1986-87 academic year as an opportunity for additional growth in the affective and cognitive programming provided youngsters at Abbot Middle School.

NORMAN E. DAY ANNUAL REPORT
1985-1986

John D'Auria
Principal

My first year as Principal of Norman E. Day not only brought new experiences for me personally, but also was the beginning for several important dimensions of the educational program at N. E. D. A new parent school association (P.S.A.) was formed. At the end of ten short months, the P.S.A. could look upon several outstanding successes: 1) A middle school musical, "South Pacific", jointly sponsored by Day and Abbot parents. Playing to two sold out audiences, this musical brought choral, dramatic, and technical experiences to over 100 middle school students. 2) A faculty-parent-student basketball game which generated funds as well as a significant amount of good will for the school. 3) A "Reading Is Fundamental" program to encourage middle school students to read more often. Free books were distributed twice throughout the year. 4) A cultural enhancement program which involved bringing enriching assembly programs into the school as well as evening bus trips to cultural events. 5) Programs which recognized student achievement and growth such as an honors celebration and graduation. In conjunction with our parent group, our School Improvement Council helped to refurbish our cafetorium which gave a totally new and upbeat look to this room so often utilized by our community.

In curriculum, our writing program continued to be refined utilizing the "process approach" which has students writing for audiences and gaining feedback from peers as well as teachers. N.E.D. also joined the New England Math League this year as a way of providing extracurricular experiences in mathematics for students. Students from grades 7 and 8

competed at five meets with students from several surrounding towns. In grade 8, a children's literature project was piloted where students studied books written for young children and then wrote their own stories based on the interests of primary grade students they had interviewed. These stories were illustrated and bound into books which were then given as gifts to students in the first and second grades at the Cameron School. Also piloted this year were "circle groups" in grade 6. This activity group was designed to help students make the transition from the elementary into the middle school more smoothly. So many issues and feelings arise with regards to friendships and peer relationships as students enter pre-adolescence, it is critical that opportunities be provided for students to learn more about their development. Students in circle groups learned how to work with others in a group context while having opportunities to make social connections with students in a small group setting.

The 6th and 7th grade teams also began interdisciplinary units on the Industrial Revolution and immigration, respectively. The resources of Lowell's Historic National Park were utilized in the implementation.

In the area of staff development, the teachers at Day attended several in-service workshops on critical thinking. A number of teachers also participated in a course taught by Dr. Robert Gower, co-author of "The Skillful Teacher" designed to build greater competence in teaching skills. Study teams within the school explored cooperative learning strategies and group discussion techniques. Study teams provided opportunities for teachers to read about a topic, discuss it among themselves, visit other teachers who were implementing the particular strategy in their classroom, and then bring it back into their own classroom.

One of the most important aspects of the past year was a full assessment of the educational programs in the middle schools. In December, the School Committee heard recommendations which addressed critical staffing and programming needs that were highlighted in the middle schools. The need for more staff in the integrated arts team and the importance of full-time reading positions at each grade level were stressed as fundamental to the improvement of the overall program and goal of personalizing education at the middle school level. These recommendations received overwhelming support from the School Committee and the citizens of Westford at the Town Meeting held this spring.

1985-86 proved to be a time when the needs of the middle schools, and more importantly the development of middle school youngsters were looked at with special attention. Jim Hunt, the Principal of the Abbot Middle School, and I plan to continue our quest to strengthen and improve the programs for middle school students. Like other stages of development, pre-adolescence is an important time and one which often is a turning point for future growth.

CAMERON-FROST SCHOOLS ANNUAL REPORT
1985-1986

Rose F. Bradley
Principal

Curriculum and Instruction

The Language Skills approach to Reading and Language Arts continues to strengthen development of reading fluency and comprehension as well as writing skills in Cameron and Frost Schools.

Reading as a holistic art, integrating the various subskills into a cohesive performance, is stressed. Continuous practice, development, and refinement of the skills associated with the reading process remains the primary focus of our curriculum approach.

In addition to the basic Mathematics program, staff have provided experiences based on Math Their Way approach which allows for a transition from the concrete manipulation of a concept to the abstract. Staff have attended workshops on this concept.

Students in both schools participate in the Computer program which provides experiences as an extension of the classroom. An interactive non-threatening environment allows for exploration of mathematical knowledge, programming, and writing skills.

Basic curriculum has been enhanced by student participation in a number of special projects this year. Third graders at Cameron School prepared a written and visual tour of their town in a scrapbook which was sent to third grade students in Sitka, Alaska. This activity was in conjunction with the National Student Art and Photography Exchange and provided students with the wonderful opportunity to explore and photograph their town in an effort to familiarize students from a vastly different community with our rural way of life.

Another notable curriculum enrichment activity called Valentine Vision allowed our second and third graders an opportunity to communicate with children in an orphanage in Punjab, India.

Nashoba Communications provided a TV Production Workshop to fifth graders at the Frost School, and The Ocean Research and Education Society of Gloucester presented a program on whales.

Children in both schools were afforded many opportunities to utilize their skills well beyond the confines of the basic curriculum.

Parent-Community Activities

The Cameron-Frost PTO continues to provide outstanding support and superb enrichment programs for our students.

Fundraising endeavors included a Holiday Nut Sale in December; one annual Book Fair to enhance our school libraries; a sportswear sale featuring sports clothing; and a thoroughly enjoyable, and successful, Spring Fling.

These activities raised funds to provide a variety of wonderful enrichment programs which enhance and support curriculum. In addition to our regular field trips to the Childrens' Museum, Museum of Science, Sturbridge Village, Babson College, New England Aquarium, Boston Public Gardens, and the State House, students in fourth and fifth grades at Frost School attended the incredible China Exhibit, fourth graders viewed the Renoir Exhibit at the Museum of Fine Arts, and kindergarten and first graders attended a wonderful display of fifty enchanting Christmas trees in Boston.

Storyteller Aili Paul Singer visited all classes in March, and the children experienced improvisational drama with Jean Proulx. In addition to these fine programs, the Westford Arts Council provided a grant to the PTO's which funded an Introduction to the Opera program attended by Cameron, Frost, and Nabnasset youngsters. Our PTO remains a truly committed group of dedicated and enthusiastic members.

Community Involvement and Communication

Public schools, far from being autonomous, are a vital and integral part of any community. Cameron-Frost Schools are extremely proud of our staff, students, and programs and communicate that pride by welcoming observation and participation in our endeavors.

Cameron-Frost Schools boast a large variety of able and willing volunteers throughout the year in all our classrooms. Our PTO provides untiring financial and enrichment aid, and our monthly newsletters provide a wonderful accounting of our program and activities. We are indeed proud of the superb newsletter and grateful for all the efforts of those involved under the able leadership of Lee Thurston and Pat Matheson.

Reaching further into the community, Frost students continued with their Holiday alliance with residents of the Westford Nursing Home. So much mutual benefit is received by youngsters and the elderly of the community sharing time and experiences.

The Foster Grandparents program also continues to provide that precious dynamic of youngsters and elderly together.

Our Open House in the fall and Music Nights in the spring both enjoyed record breaking attendance as youngsters proudly displayed work and performed for families.

Forge Village was treated to an impromptu Memorial Day Parade as the entire Cameron School marched with hats, flags, and home-made instruments to a War Memorial on East Prescott Street. Residents and workers in the area cheered students and solemnly observed exercises.

Staff and students at Cameron-Frost Schools feel a strong sense of community as indeed parents and residents of both school areas feel a deep sense of pride and involvement.

NABNASSET SCHOOL ANNUAL REPORT 1985-1986

Henry Leyland
Principal

Personnel

Nabnasset School was represented on Town Curriculum Committees by Rose Quillin, Language Arts; Marilyn Sheridan, Gifted and Talented; Donald Babin, Math.

Half-time teachers were added to the staff to ease overcrowded classes in Language Arts. Mrs. Esther Wikander worked with Grades 3 and 4 while Mrs. Breen provided language arts assistance in grades 1 and 2.

Apprentice teachers from Lowell University were accepted by Mrs. Chachus, Mrs. Coughlin, and Mrs. Quillin.

Mr. Leyland, Principal, continues to serve as Advisor to the College of Education at Lowell University.

Computer Instruction was provided to grades 4 and 5 by Linda Schaye.

School Activities

This year two musicals were presented, at Christmas time by grade 2 and in the spring by grades 4 and 5.

Parent Council

The Council functioned effectively under the leadership of Paula Lane. Many accomplishments were achieved:

- * "Nab News" continues to be a vital information link between school and home. Dollie LeBlanc serves as the Editor and Sue Kostek is the Art Editor, who is assisted by children at various grades with "Doodle" drawings for various pages. This year student editors were also evident in grades 2 through 5.

- * Social Events and Fund Raisers were expanded because Nab School celebrated their 25th birthday.

Regular events included spaghetti supper, magazine drive, tee shirt and tote bags, bake sales, roller skating.

Social Activities included spaghetti supper, two roller skating parties and an Open House.

Birthday Celebration included Balloon fly up, Happy Birthday cake for all, Shriner's Circus Day for the entire school, and Open House.

- * Dave Amos and a committee of parents improved the play areas by adding new equipment and improving old equipment.
- * Field Day was organized by Debbie White with the assistance of parents and Mr. Bishop, Physical Education Teacher.
- * Books for the Library and computer software were provided for the school, along with special shows from the Museum of Science and Audubon Ark. Field trips were arranged for all grades.
- * Monthly meetings were held and agendas/summaries enhanced communication between home and school.

Appreciation Day was held for all volunteers at the end of the school year. A party of punch and desserts was provided by the staff, and plants grown by grade 1 made the afternoon a pleasant thank you for all.

Thank you's go to Parent Council President, Paula Lane, and all members and parents. You sure made Nabnasset School a better place for students and teachers to learn and work.

Curriculum

While there are always changes and improvements being made by individual teachers, the biggest concerted change/improvement came in the area of writing (composition skills).

Nabnasset School staff, grades 2 through 5, went the "Write Way" for Nabnasset. Betty Murray, Writing Coordinator for Lexington Schools, was hired by Principal Leyland to introduce and demonstrate the "Process Approach to Writing". All participating teachers, Mrs. Coughlin, Mrs. Sheridan, Mrs. Bagas, Mrs. Pacsay, Mrs. Chachus, Mr. Parrino, Mrs. Haberman, Mrs. Breen, Mrs. Wikander, and Mrs. Guilmartin are ready to go full force into their new composition approach. We were joined by 2 substitute teachers (Mrs. DesAutels and Mrs. Mossdrop) as well as the Speech Therapist who has responsibilities to develop language and vocabulary.

Mr. Leyland also participated since supervisory/evaluative responsibilities require him to help teachers in their quest for improvement.

ROBINSON SCHOOL ANNUAL REPORT 1985-1986

Kenneth L. DeBenedictis
Principal

Robinson School students enjoyed a successful year involving a variety of learning experiences. Areas of focus included the following:

Curriculum and Instruction

Written composition was a primary emphasis this year. All K-5 children were involved in regular instruction as a result of teacher workshop sessions. The writing process approach of prewriting, drafting, editing, and publishing resulted in several efforts of the school to share with the home examples of pupil progress. Some of these activities included: 1) Displays over the year of all pupils' writing accomplishments on the colorful, central corridor arrangement entitled "Aspiring Authors". 2) Publication of classroom newspapers for grades 4 and 5 children. 3) Preparation of writing packets at several grade

levels. 4) Development and expansion of individual writing journals that were regularly brought home to share with family members. 5) Inclusion of samples of writing of many children in the school newsletter.

Science improvement through the expanded use of the scientific method was an additional instructional focus this year. A science consultant worked with all Robinson teachers to plan manipulative material usage in the classroom. A central corridor display entitled "Scientifically Speaking" illustrated the highly motivating activities that resulted from this effort.

A computer laboratory was developed and constructed in the school media center. Mrs. Linda Schaye, Westford's elementary computer specialist, and Mrs. Noreen Griffin, instructional aide, provided weekly instruction for all grade 4 and 5 children in three major areas: word processing, LOGO, and computer applications. Individual pupil folders monitored the individual progress of students and displays in the media center, central corridor and classroom demonstrated the remarkable progress children are enjoying.

In addition to this, classroom teachers in grades 2 and 3 planned specific computer application activities for their children so that compositional and mathematic skills could be creatively reinforced.

Efforts to further assist children with developmental understandings of math concepts resulted in the additional integration of "Math Their Way" at the primary level. This highly motivating approach, focusing on the use of concrete manipulatives to reinforce math understandings, was carefully coordinated with Westford's math curriculum at kindergarten, prefirst and first grades this year. Observations of pupils reinforce staff perceptions that this program was a positive experience for children.

Community Involvement

Westford adults continue to play a very active role at Robinson School. More than 150 parents assisted our school as classroom and library volunteers, computer aides, and room coordinators. These individuals reinforced activities of the classroom teacher and assisted the instructional effort in an extensive variety of ways including: duplication and collation of materials, display and collection of manipulative items, and small group and individual reinforcement activities.

Many Westford residents possessing specific occupational skills visited Robinson to share their experiences as they related to

curriculum area studies. Areas involved included: medical and dental specialists, scientists, and naturalists.

The Robinson School Parent Teachers Organization enjoyed another outstanding year under the dynamic leadership of Linn Flint, President. Parent volunteer efforts, fund raising programs, information sharing sessions, and general parent meetings resulted in a number of opportunities for the home to work closely with the school.

The annual Grandparent/Senior Citizen Day attracted over 500 visitors to Robinson School. Relatives and guests had opportunities to visit Robinson School facilities, attend performances by kindergarten-third grade students and fourth-fifth grade children and enjoy a school lunch. Visitors were very pleased with activities planned and left our school with an appreciative understanding of the efforts of staff and accomplishment of pupils.

Pupil Enrichment

Many and varied pupil enrichment activities were organized for children. One of the goals of enrichment was to provide more natural and physical science opportunities for children. Through PTO funding and assistance, classroom visits were arranged for two area naturalists and environmentalists, Loni Schreiber and Richard McKown. In addition, Harvey Leonard, well known Channel 7 meteorologist, spent a most enjoyable afternoon in our building; and personnel from the Museum of Science in Boston provided demonstration/learning activities for all grade K-5 children.

All classrooms performed programs related to curriculum areas studied. These performances, arranged through the assistance of Jan Nickerson, music specialist, were enjoyably received by other students and parents.

The PTO assisted school personnel in organizing a 15th Birthday Party for Robinson. Displays of clothing and events of the seventies, a huge birthday cake, and a balloon lift off were the highlights of activities planned in early October.

Programs planned to celebrate Thanksgiving, the winter holidays, Memorial Day, and Spring Concerts for both vocal and instrumental presentations were additional accomplishments this year.

All children, in addition, participated in field trips partially funded by the PTO. These experiences further reinforced classroom instructional activities organized.

Summary

As a result of the involvement of staff and active participation by parents, students at Robinson School enjoyed another year of highly motivating and enriching experiences.

Through continued development and expansion of these successes, additional learning opportunities will be organized for 1986-87.

HEALTH SUMMARY 1985-1986

Physicals

# Grade 3-7-11 - - - - -	484
# Sports - - - - -	361
# Sports referred to family physician - - - - -	64
# Sports physicals by private physicians- - - - -	344
# Of Students who returned completed private physician forms- - - - -	127

Vision Screening

# Of failures referred to private physician - - - -	149
# Of returned completed forms - - - - -	106

Hearing Screening

# Of failures referred to private physician - - - -	39
# Of returned completed forms - - - - -	43

Postural Screening

# Rescreened by Dr. Watson- - - - -	193
# To be followed at school- - - - -	89
# Referred to Private Physician - - - - -	23
# Of complete referrals - - - - -	4

Immunizations

DT- - - - -	114
Polio - - - - -	5
MMR - - - - -	0
Flu - - - - -	21
Mantoux - - - - -	59

Students Transported by Ambulance- - - - -	13
Nurse-Pupil Conferences- - - - -	19,821
Throat Cultures done at School - - - - -	115
Conferences & Continued Education Programs - - - - -	30

SPECIAL EDUCATION SERVICES ANNUAL REPORT
1985-1986

Kevin M. Dwyer, Ed.D
Administrator of Special Ed

The Team Activities Report indicates the total number of Chapter 766 evaluation meetings conducted during the 1985-86 school year. There were approximately fifty more initial evaluation meetings than last year. Parents should be assured that Special Needs personnel at each school are available to assess any child who may be experiencing learning difficulties and who is unable to progress effectively in the regular education program.

TEAM ACTIVITIES REPORT
1985-86 School year

TYPE ACTIVITY	CAM	FRO	NAB	ROB	ABB	DAY	ACD	PRE	OUT OF DISTRICT PLACE-MENT	TOTAL
Initial Evaluation	2	2	17	28	5	13	14	14	2	97
Annual Review	16	16	41	76	41	60	70	14	20	354
Reevaluation	1	2	7	3	13	7	7	0	2	42
Team Meeting	1	2	4	9	1	7	4	4	19	51
Initial Speech Eval.	11	4	14	10	0	1	0	14	0	54
Speech Reviews	22	21	34	25	6	3	6	9	0	133
Speech Reeval.	1	0	8	3	1	0	0	0	0	13
Medical SPED 16	0	0	0	0	0	7	18	0	0	25
TOTALS	54	47	132	154	67	98	119	55	43	769

TYPE ACTIVITY	CAM	FRO	NAB	ROB	ABB	DAY	WA	PRE	OUT OF DISTRICT PLACE- MENT	TOTAL
School to Service	2	2	15	21	5	10	13	13	2	83
Finding of No Spec Needs	0	0	4	6	1	3	3	2	0	19
From 766 to Reg Class	2	0	0	4	3	1	2	0	0	12

Early childhood screening for children ages three and four suspected of having a substantial disability was conducted two days each month from January to August 1986. One screening day each month was a Saturday to accomodate working parents. A total of thirty-five children were screened. There has been a significant increase in both parent and pediatrician referrals. Parents are becoming more aware of the benefits of early identification and intervention. It also demonstrates a growing confidence and trust in the Westford Public Schools by parents and the medical profession who are expressing their needs more openly. The screening/outreach program is an ongoing and important component of educating parents and professionals in the community about the developmental needs of young children. Early childhood screening will continue during the 1986-87 school year and again be offered two days each month from September to August.

In addition, two hundred kindergarten age children were screened at each elementary school last spring. The Principals and each member of the screening teams worked closely with parents to individually assess each child. The children were evaluated in their ability to process language both auditorily and visually, to use their bodies in fine and gross motor activities, and to interact appropriately with their peers. Following the screening, each member of the Team met to discuss each child individually and to recommend appropriate intervention - whenever necessary. All efforts were focused on ensuring that each child got off to a good start in school.

The 1985-86 school year was a good year for writing and implementing Federal Grants. A Vocational Training Grant at Westford Academy provided twelve special needs students with skill training in food service and child development. Students in food service worked in the school cafeteria two periods a day. One period was devoted to food preparation and the second to serving school lunches to the faculty and student body. The students became quite proficient in both areas. The students in child care worked three mornings each week in the Preschool Class at Westford Academy. In addition, the students had an opportunity to spend one morning each week at the Roudenbush Community Center Preschool. This worthwhile experience gave the students an opportunity to see another preschool in action. The students were able to bring back ideas from Roudenbush and use them on their own lesson plans.

Two technical assistance grants were written to provide special needs teachers with technical training in computerized assisted instruction. The first workshop was conducted from January to March 1986 and was given by computer/special needs consultants from the Center for Applied Special Technology from North Shore Children's Hospital, Salem, MA. Seventeen special needs teachers participated in this ten-week workshop and developed the necessary technical skills to evaluate and adapt existing educational software to the cognitive and learning styles of learning disabled students.

A second technical assistance grant was presented in June 1986 by two special needs teachers from the Abbot Middle School. The focus of this workshop was to train special needs teachers to computerize their own IEP's. Teachers were taught how to program their own goals/objectives as well as their quarterly reports.

Two Commonwealth Inservice Grants were also implemented during the 1985-86 school year. Four specialists in the areas of reading, math, early childhood, and behavior management were contracted to conduct a series of seven workshops specifically designed to provide parents of special needs children with strategies and activities to help their children at home. Participant feedback was very positive; and as the year progressed, parents commented that they were practicing many of the techniques they learned at home. A new grant will be submitted by a parent of the Special Needs Advisory Council to fund more workshops for the 1986-87 school year.

The second Commonwealth Inservice Grant was written by special needs teachers from the Nabnasset and Robinson Schools who contracted with two excellent consultants in the learning disabilities field to present five workshops to the special needs staff. Special needs teachers became more familiar with current evaluative tests and instructional techniques for identifying and teaching children with learning disabilities.

In closing, I would like to acknowledge the excellent team effort given by special needs teachers, regular classroom teachers, and building Principals to the special needs children attending Westford Public Schools. Without their dedication and strong commitment to teaching, special needs students would not develop the necessary academic and social skills to be mainstreamed successfully in their schools. It is also important to recognize the strong support given to the special needs department by Dr. John Crisafulli, Superintendent of Schools and by each member of the School Committee. Without their support and strong commitment to quality education, the special needs children would not have the necessary programming and resources that are presently available to them. Finally, I must thank all the parents of special needs children who worked so hard with the special needs department to make the 1985-86 school year a success for everyone.

PLANT OPERATIONS & MAINTENANCE 1983-1984 ANNUAL REPORT

Dr. John Crisafulli
Assistant Superintendent

The school administration has continued to research and implement cost effective measures in operation and maintenance of our school plants. We have taken advantage of the Commonwealth of Massachusetts State Bid List which allows us to purchase a broad range of supplies and materials at considerable savings which are enjoyed by all State Department subdivisions. In addition, we participated through the Merrimack Education Center Collaborative, with other area school districts in purchasing large volume items through competitive bidding. This has resulted in significant savings in the areas of heavy fuel oil, bread, milk, duplicator/mimeograph paper and electrical bulbs.

This past year Doris Santaguida, our Energy Director, working in conjunction with the Energy Citizen Advisory Committee, received a 50% matching Federal Grant to replace gymnasium lighting at Westford Academy. Our maintenance department continued to lower classroom ceilings at the Abbot School, and it is hoped to have all classroom ceilings lowered by the end of FY85.

At Westford Academy our maintenance department repaired and replaced numerous components of our pneumatic controls. To better insure sound operation, all thermostats have been protected with vandal proof covers. At the Nabnasset School we installed a hot water heater which will now enable us to have domestic hot water during the non-heating season without having to go through the costly expense of running the school's boiler.

Major preventative maintenance projects continued during this past summer. The School Committee awarded bids to replace sections of flat roofs at the Day and Abbot. These projects involved the use of rubber rather than the old tar and gravel process. This approach has been found very satisfactory at the Highway Department garage, Roudenbush Community Center, and at the Nabnasset School. At the Cameron School, a local roofing company was awarded a contract to remove and replace the existing shingled roof. At the Robinson School and Westford Academy, major repairs have been completed on walk-in freezers. We continued our interior painting during the summer of 1983. Building custodians have painted classrooms and hallways throughout the system. Hardwood gymnasium floors at the Abbot School and Academy were refurbished by a process involving removing the floor finish, repainting lines and spraying on floor finish.

ENROLLMENT COUNTS

October 1, 1983

<u>GRADE</u>	<u>CAM</u>	<u>FRO</u>	<u>NAB</u>	<u>ROB</u>	<u>ABB</u>	<u>DAY</u>	<u>W.A.</u>	<u>TOTALS</u>
K	46		60	97				203
Pre-First				16				16
1	25	23	51	79				178
2	24	26	52	87				189
3	19	20	54	103				196
4		25	80	129				234
5		23	72	131				226
6					105	130		235
7					120	136		256
8					150	166		316
9							256	256
10							240	240
11							213	213
12							211	211
Ungraded			10			3		13
	—	—	—	—	—	—	—	—
TOTALS	114	117	379	642	375	435	920	2982

ENROLLMENT COUNTS

October 1, 1984

<u>GRADE</u>	<u>CAM</u>	<u>FRO</u>	<u>NAB</u>	<u>ROB</u>	<u>ABB</u>	<u>DAY</u>	<u>W.A.</u>	<u>TOTALS</u>
K	54		53	79				186
Pre-First				18				18
1	28	26	52	104				210
2	26	21	52	73				172
3	26	27	49	93				195
4		21	57	119				197
5		27	75	132				234
6					107	113		220
7					104	129		233
8					118	134		252
9							255	255
10							261	261
11							231	231
12							199	199
Ungraded			8		4	4		16
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
TOTALS	134	122	346	618	333	380	946	2879

ENROLLMENT COUNTS

October 1, 1985

<u>GRADE</u>	<u>CAM</u>	<u>FRO</u>	<u>NAB</u>	<u>ROB</u>	<u>ABB</u>	<u>DAY</u>	<u>W.A.</u>	<u>TOTALS</u>
K	46		68	100				214
Pre-First				16				16
1	28	25	55	81				189
2	26	22	52	103				203
3	27	24	55	77				183
4		24	58	115				197
5		21	59	126				206
6					119	118		237
7					113	117		230
8					105	132		237
9							220	220
10							242	242
11							249	249
12							228	228
Ungraded			6					6
	—	—	—	—	—	—	—	—
TOTALS	127	116	353	618	337	367	939	2857

PREDICTED ENROLLMENTS

1986-1987

<u>GRADE</u>	<u>CAM</u>	<u>FRO</u>	<u>NAB</u>	<u>ROB</u>	<u>ABB</u>	<u>DAY</u>	<u>W.A.</u>	<u>TOTALS</u>
K	46		68	100				214
Pre-First				18				18
1	25	21	68	116				230
2	28	25	55	81				189
3	26	22	52	103				203
4		24	55	104				183
5		24	58	115				197
6					103	103		206
7					119	118		237
8					113	117		230
9							200	200
10							220	220
11							242	242
12							249	249
Ungraded			6					6
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
TOTALS	125	116	362	637	335	338	911	2824

FISCAL REPORT - JUNE 30, 1986

<u>Account</u>	<u>Budget</u>	<u>Expended</u>
1100 School Committee	21,720	25,140
1200 Superintendent's Office	235,985	245,480
2100 Assessment	13,364	12,069
2100 Supervision	90,472	92,014
2200 Principals	476,699	460,743
2300 Teaching	5,055,635	5,050,498
2400 Textbooks	61,890	57,800
2500 Library	102,553	101,854
2600 A/V	31,894	28,340
2700 Guidance	226,842	209,780
2800 Psychologists	74,717	74,631
3200 Health	57,634	58,042
3300 Transportation	489,040	478,778
3500 Student Activities	131,322	127,162
4100 Operation	762,255	683,806
4200 Maintenance	281,597	290,210
5200 Insurance	5,520	4,726
6200 Civic Services	2,450	918
7000 Capital	118,041	115,423
9000 Tuition	226,375	248,591
9900 Reserve Account	-	99,977
TOTALS	8,466,005	8,465,982

SCHOOL ATHLETIC FUND 1985-1986 FINANCIAL REPORT

Receipts

Balance July 1, 1985	19,378.00	
Town of Westford	38,609.00	
Football	8,163.00	
Basketball - Boys/Girls	3,104.00	
Wrestling	288.00	
Gymnastics	77.00	
Tournament	763.00	
Soccer - Boys/Girls	1,401.00	
Girls Field Hockey	1,041.00	
Student Fees	4,970.00	
Misc. Receipts - MIAA, etc.	<u>2,432.00</u>	
		80,226.00

Expenditures

Custodians, Officials, Physician	18,723.00	
Supplies, Equipment & Repair	24,104.00	
Insurance - All Sports	2,335.00	
Transportation	13,563.00	
Conferences, Dues, Awards	<u>4,110.00</u>	
		62,835.00

Balance July 1, 1986		17,391.00
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SCHOOL BAND 1985-1986 FINANCIAL REPORT

Receipts

Balance July 1, 1985	1,077.00	
Town of Westford	6,219.00	
Summer Band Receipts	<u>-0-</u>	
		7,296.00

Expenditures

Summer Concerts	-0-	
Music	2,955.00	
Supplies	3,651.00	
Equipment	283.00	
Uniforms	<u>575.00</u>	
		7,464.00

Balance July 1, 1986		(168.00)
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SUMMARY OF FEDERAL PROJECTS 1985-1986

<u>FEDERAL GRANTS</u>	<u>INCOME</u>	<u>EXPENDITURES</u>	<u>BALANCE</u>
1. <u>Title 1, PL 89-313</u> Grant provides physical therapy for physically handicapped youth.	9,750.00	9,750.00	- 0 -
2. <u>Chapter 1, PL 89-10 (Bal.)</u> Grant provides tutorial & remedial help for fiscally disadvantaged in several schools.	990.00 25,910.00	26,900.00	- 0 -
3. <u>Title VIB, PL 94-142 (Bal.)</u> Grant provides elementary counseling & special needs staff at secondary level.	1,420.78 102,655.00	99,988.48	4,087.30
4. <u>Title VIB, PL 94-142</u> Individualized Vocational Training (Home Ec)	24,039.75	21,375.14	2,664.61
5. <u>Title VIB, PL 94-142</u> Training on Cognitive Education Assessment	1,056.00	- 0 -	1,056.00
6. <u>Title VIB, PL 94-142</u> Computer Assisted Instruction for Learning Disabled Students	5,000.00	4,858.57	141.43
7. <u>Title VIB, PL 94-142</u> Computerized Training/Writing IEPs for Special Needs Teachers	5,000.00	1,966.00	3,034.00
8. <u>Chapter 750 Incentive Grant</u> Special education for students transferred from Chapter 750 private school account to local education program.	15,059.00	15,059.00	- 0 -
9. <u>Title VIB, PL 94-142</u> Early Childhood Allocation Program	14,000.00	7,820.31	6,179.69
10. <u>Title VIB, PL 94-142</u> How to Help Your Special Needs Child at Home	1,296.00	1,296.00	- 0 -

11.	<u>PL 98-524</u> Reprographics in Business Curriculum	9,860.00	9,425.66	434.34
12.	<u>PL 94-142</u> Examining Teaching Style	1,886.00	1,886.00	- 0 -
13.	<u>PL 94-142</u> Improving Teaching Style	1,887.00	1,887.00	- 0 -
14.	<u>PL 98-377</u> Improvement in Math & Science	1,486.00	- 0 -	1,486.00
15.	<u>Chapter 2 Block Grant (Bal.)</u> Interdisciplinary Lab at High School level (Computers)	1,000.00 10,052.00	- 0 -	11,052.00
TOTAL CARRIED FORWARD 7/1/86		232,347.53	202,212.16	30,135.37

SCHOOL CAFETERIA 1985-1986 FINANCIAL REPORT

Doris Santaguida
Director of Food Services

Balance July 1, 1985 \$ 32,941.15

Receipts

Sales	\$279,673.36	
State & Federal Aid	55,950.31	
Other Receipts	<u>3,793.68</u>	
TOTAL		\$339,417.35

Expenditures

Labor	\$176,111.97	
Purchases - Food	138,141.41	
Purchases - Supplies	<u>24,778.58</u>	
TOTAL		\$339,031.96

Balance July 1, 1986 \$ 33,326.54

1986 GRADUATION PROGRAM

PROCESSIONAL: "Pomp and Circumstance"

Elgar

NATIONAL ANTHEM

INVOCATION

Reverend Robert E. Nee

SALUTATORIAN

Lynn Stanton

PRESENTATION OF CLASS GIFT

President of Class of 1986. Thomas Spicer

ACCEPTANCE OF CLASS GIFT

President of Class of 1987. Drew Popson

HONORS SPEAKERS

Zara Girnius
Sandra Hermans

CLASS SONG

Musical Ensemble

VALEDICTORIAN

Elizabeth Willard

PRESENTATION OF AWARDS AND SCHOLARSHIPS

Trustees of Westford Academy Awards & Scholarships

A. Dana Fletcher

For Excellence in Art	Jeffrey Panatella
For Excellence in English	Zara Girnius
For Excellence in Latin	Ruth Carroll
For Excellence in French	Zara Girnius
For Excellence in German	Tracey Fallon
For Excellence in Spanish	Elizabeth Willard
For Excellence in Social Studies	Michael Malik
For Excellence in Science	Brian Nicholson
For Excellence in Mathematics	Drew Coxhead
For Excellence in Home Economics	Susan Sundberg
For Excellence in Music	Craig Fournier
For Excellence in Industrial Arts	Jason Pomerleau
For Excellence in Physical Education	Brian Donovan
For Excellence in Secretarial Science	Michelle Bruno
For Excellence in Computer Science	Brice Due

THE MOST WORTHY REPRESENTATIVES OF WESTFORD ACADEMY

Trey Cassidy - Class of 1986
Eric Schneider - Class of 1987

Brad Parmenter - Class of 1988
Nancy Duran - Class of 1989

Principal William C. Roudenbush Memorial Scholarship	Ruth Carroll
Arthur & Bertha Hildreth Memorial Scholarship	Lynn Stanton
First Lt. Jeffrey H. Peterson Memorial Award	James Antonelli
Gorden B. Seavey Communications Scholarship	Carolyn Ivory
Dr. Clarence D. Wright Science Scholarship	Michael Misialek
Nabnasset Booster Club Scholarship	Jeffrey Bruce
	Susan Sundberg
Richard Hall Memorial Scholarship	Mark Ericson
Frederic A. Fisher Scholarship	Zara Girnius
Ross/Hook Memorial Scholarship	Elizabeth Ahern

Elva Judd Rollins Award	Katherine Wilson
Charles L. Hildreth Award	Mark Bourdeau
Presented by. Helena Crocker	
DAR Good Citizenship Award	James P. Cassidy III
DAR American History Award	Brian Nicholson
Presented by. Bette R. Hook	
Steven B. Wright Memorial Scholarship	Mark VanLeewan
Presented by. William Wright Jr.	
Kathy Mayer Memorial Scholarship	Roslinde Collins
Presented by. Christy Mayer	
Westford Arts Council Scholarship	Bill Gordon
	Dawn Tibbs
Presented by. Kenneth J. Dwyer	
NROTC Scholarship	Eric Eldridge
Presented by. Cdr. Kenneth Russell	
Charles E. McGregor Memorial Scholarship	Nancy Cleary
Presented by. Susan McGregor	
Frederick S. Healey American Legion Post 159	Kathleen Daly
	Roslinde Collins
Presented by. Philip McLenna	
Karen MacWilliams Memorial Scholarship	Stephen Mahanna
Presented by. Laurie A. Laba	
Westford Education Association Scholarships	Karen Anne Smith
	Heather Boyce
Presented by. Linda Morrison	

Sarah H. Connolly Memorial Scholarship Robert Ferreira
Presented by. Mark Mulligan

Shields Memorial Scholarship Raymond McCarthy
Presented by. Len Kulikowski

Westford Rotary Club Scholarships Dawn Tibbs
Tracey Fallon
James P. Cassidy III
Presented by. Dr. John Crisafulli

Wilford Owen Davison Award Erik Doescher
Presented by. Wilford A. W. Davison

Westford Kiwanis Scholarships Roslinde Collins
Steven Bourgault
Presented by. Paul L. Grant

H. E. Fletcher Social & Athletic Club Scholarships Roslinde Collins
Raymond McCarthy
Presented by. Bonita Posnak

Westford Academy Athletic Booster Scholarships Carol Mack
James P. Cassidy III
Sandra Dee
Heather Boyce
James Antonelli
Mark Ericson
Presented by. James Main

Alpha Data Associates, Inc. Award Jeffrey Scott Bruce
Presented by. Gail Desrochers

Craig Lobo Memorial Scholarship John Erbes
Presented by. Hal Lobo

GenRad Award	Brian Nicholson
Forty Memorial Scholarships	Steven Bourgault
	Craig Fournier
Lehan Memorial Scholarship	Earl Thomas Dawson
Westford Lions Club Scholarship	Michael Malik
Westford Garden Club Scholarships	Roslinde Collins
	Jane Walsh
National Honor Society Scholarship	Susan Jones
Gertrude Sorkin Memorial Scholarship	Cynthia Reeves
Westford Academy Art Club Scholarships	Scott Lapham
	Jeffrey Pantanella
	Erik Doescher
	William Gordon
	Nancy Cleary
	John Erbes
	Joseph Ferney
	Lynn Stanton
Newcomers Club of Westford	Tracey Guilmette
Mattawanakee Post 6539 - VFW Scholarship	Elizabeth Jenkins
Nettie Stevens Scholarship for Environmental Science	Daniel Towers
Westford Academy Student Council Scholarships	Thomas Spicer
	Roslinde Collins
	Molly Wrobel
	Brian Nicholson
	Sharon Carrigg
	Elizabeth Willard
	Christine Dubosky
	Jeanette Blauth
Littleton-Westford Elblem Club Scholarship	Michael Lord
Digital Equipment Corporation Scholarship	Elizabeth Willard
Westford Junior Women's Club Scholarships	Elizabeth Ahern
	Nancy Cleary

Martin H. Dawson Memorial Scholarship	James Antonelli
Westford Police Association Scholarship	Eric Schofield
	Lisa Armitage
Westford Academy Faculty Scholarships	Roslinde Collins
	Jeffrey Pantanella
	Thomas Spicer
	James Antonelli
	Jeanette Blauth
	Steven Mahanna
Industrial Arts Merit Award	David Light
Presented by. Joseph Lisi, Principal	

ON BEHALF OF THE WESTFORD SCHOOL COMMITTEE

Congratulatory Remarks
 Dr. John Crisafulli, Superintendent

AWARDING OF DIPLOMAS

Westford School Committee

WESTFORD ACADEMY ALMA MATER

To Thee, our Alma Mater dear,
 We raise our voices high in cheer,
 Our gratitude we would express
 And pledge to thee our faithfulness.

Built high on Tadmuck Hill so fair,
 By those whose mem'ry we revere,
 She stands a beacon light for youth
 To guide them in the way of truth.

In field of battle and in peace,
 We strive thy glory to increase,
 That ever shall dear Westford be
 An emblem of fraternity.

Words by Pauline Ferguson Cariford
 Music by Calkin

BENEDICTION

Reverend Daniel F. Cronin

RECESSIONAL.Wagner
Played by Westford Academy Band, Blair Bettencourt, Director

CLASS MARSHALLS. Drew Popson, Ariane Gauthier
CLASS COLORS Blue and White
CLASS FLOWER White Rose
CLASS SONG "Greatest Love of All"

RECEPTION FOR GRADUATES

Westford Academy Cafetorium
Hosted by Class of 1988

WESTFORD ACADEMY 1986 GRADUATES

Thomas Spicer, President
Augusta Benedict, V.President

James Cassidy, Secretary
Elizabeth Ahern, Treasurer

John Gregory Adams
*Elizabeth Anne Ahern
Katherine H. Alcorn
Tina Marie Allen
Darryl Benjamin Andrews
Katherine Lynn Annis
James Peter Antonelli
Lisa Marie Armitage
Kevin Paul Auger
Rebecca Sue Baker
Robbin Lynn Baker
John R. Bakke
Carol J. Barosch
Sandra Marie Barry
Mark S. Baskin
Laurie Esther Beckwith
Augusta McKown Benedict

Thomas Charles Berkowitz
James Edward Bieren
Douglas Alan Blaney
*Jeanette Marie Blauth
Jennifer Ellen Boucher
Mark Richard Bourdeau
Lisa L. Bourgault
Steven Thomas Bourgault
Brenda Ann Boutin
Heather Ellen Boyce
Dennis M. Bradanese
Daniel J. Bradfield
Suzanne Marie Breeding
Jeffrey S. Bruce
Michelle Ann Bruno
Keith Allen Buffo
Sharon C. Carrigg

*Ruth Ellen Carroll
 *James P. Cassidy III
 Brenda Florence Cassie
 Robert Cerra
 Anthony John Chevaire
 *Nancy Cecilia Cleary
 Michelle L. Clermont
 John James Collins
 *Roslinde M. Collins
 Robert James Conry
 Janice Tracy Costello
 Andrew P. Coxhead
 Patricia Lynn Cridge
 Hayley D. Crossley
 John Patrick Cunniffe
 Michelle Anne Cwalina
 Kathleen Daly
 Eleanor A. D'Aoust
 Patricia M. Damm
 Thomas E. Dawson
 Sandra M. Dee
 Brenda M. DeLouchrey
 Edward DeMarino III
 Lynn Ellen Desrochers
 Kimberly A. DeWolfe
 Jacob M. Diamond
 Erik S. Doescher
 William A. Doiron
 Thomas F. Donaghue
 William J. Donahue
 Brian J. Donovan
 Christine A. Dubosky
 Brice D. Due
 Kristine F. Eastman
 Christopher S. Egan
 Eric C. Eldridge
 John W. Erbes
 Mark A. Ericson
 *Tracey Lee Fallon
 Joseph P. Ferney
 Robert Ferreira
 Jay A. Flavell
 Brian F. Flynn
 Daniel J. Fontes
 Craig E. Fournier
 Jennifer Leigh Fowler
 Richard Joseph Fronc
 Lisa M. Frost
 Lisa Ann Gallo
 Roberta Anne Garside

Elizabeth Gillen
 Zara M. Girnius
 Wendy Anne Gladu
 Wendy Gloyd
 Wayne R. Godfrey
 William J. Gordon
 Brian Patrick Goulden
 Jeff D. Grantham
 Debra A. Greel
 Tracey Ann Guilmette
 Krystal Marie-Noelle Halloran
 Danielle Marie Hamel
 Christopher L. Harde
 George W. Harvey
 James J. Heath
 *Sandra Michele Hermans
 Stephen E. Hersey
 *William D. Herzog
 Amy Rebecca Howard
 Samantha Anne Hughes
 *Jennifer Francine Hutchinson
 Laurie Jean Indresano
 Tracy Leigh Indresano
 Donald Louis Isabelle Jr.
 *Carolyn Marie Ivory
 Elizabeth Ann Jenkins
 Donna Lee Jewell
 Bruce Lawrence Johnston
 David R. Jones
 *Susan Kathleen Jones
 Lars Faaborg Jorgensen
 Kevin T. Joy
 James L. Kearns
 Joanne Kelley
 Colleen Ann Kelly
 Kimberly Ann Kelly
 Ronald P. Kierce
 Brian S. Koester
 Christopher S. Kondos
 Eric Korsak
 John P. Kozimor
 Lisa E. Kronlund
 Darlene Kurtz
 Rosemary Teresa LaCourse
 Ronda Lee Lam
 Genevieve Janet Landry
 Bruce B. Lane
 Michael Langton
 Scott Fairfield Lapham
 Michael Lassiter

Jennifer Elizabeth Lee
 Jeffrey P. Lehan
 Carrie Anne Lemieux
 Nancy E. Lenox
 David S. Light
 Michael L. Lord
 Catherine Christine Lospennato
 Laurie A. Lynch
 Peter H. Maahs
 Carolyn M. Mack
 Bruce Martin MacKenzie
 Sandra Lynne Maguire
 *Stephen E. Mahanna
 *Michael P. Malik
 Kevin Marcinkowski
 William R. Martin III
 Michael B. Mayer
 Suzanne Elzine McAndrew
 Michael R. McCallum
 *Raymond F. McCarthy
 Christine A. McLellan
 Kristina Anne Messner
 Stephen R. Miles
 Michael John Misialek
 Kathy Ann Molleur
 Joelle Watson Morgan
 Mary Lou Morrill
 Terri Sue Murphy
 Timothy J. Murray
 Donna Marie Marankevicius
 *Brian Everard Nicholson
 Tracy Elizabeth O'Neill
 Susan Elaine Oliver
 Douglas H. Ostlund
 Toni Ann Oteri
 Jeffrey Alan Pantanella
 Debra Lynn Parsons
 Ronald L. Paulauskas
 Nancy M. Peatfield
 Christine Ann Perrault
 Jason G. Pomerleau
 Kenneth S. Porter
 Kenneth A. Progin
 Diana Marie Pude
 Christine Ann Rasmussen
 Robert S. Rautenberg

Raymond W. Reekie
 Cindy Rae Reeves
 Cynthia Anne Reynolds
 David Richards
 Melissa A. Rivte
 Nicholas W. Sansone
 Christine Sarcia
 Eric John Schofield
 Tood Richard Schreiber
 Debra Schultz
 Eric D. Schultz
 J. Bradford Schuyler III
 Barry Self
 Scott F. Shepherd
 Michael Clarke Shipman
 Wesley Simpson
 *Karen Anne Smith
 Robert C. Smith Jr.
 Thomas D. Spicer
 *Lynn A. Stanton
 Charles J. Stockler III
 Steve Sullivan
 Susan E. Sundberg
 Timothy J. Swift
 Kathryn R. Tetrev
 Patricia Anne Thibodeau
 Dawn Marie Tibbs
 David L. Toombs
 *Daniel Edward Towers
 Keith S. Trott
 Laura Michele Vacca
 Mark C. VanLeeuwen
 Matthias Wachter
 *Jane Elizabeth Walsh
 Michele Marie Walsh
 David K. Webber
 Lawrence C. Weisman
 Kirk M. Welby
 Susan M. Wheeler
 Roberta P. White
 *Elizabeth A. Willard
 Katherine A. Wilson
 Robert Thomas Woodward
 Kelly-Anne Wright
 *Molly J. Wrobel
 Scott Peter Wyman

Michael J. Zocchi

* Denotes National Honor Society

Class Advisors: Eva Brown & Michael Parent

TEACHING STAFF 1985-1986

WESTFORD ACADEMY

	PRINCIPAL	SERVICE SINCE	
		Sept	1968
Joseph F. Lisi, BS, MEd (Salem State)	Housemaster	July	1973
Thomas S. Casey, Jr., BA, MEd (St. Anselms, Fram. State)	Housemaster	Sept	1960
Ralph Drinkwater, BA, MEd (Univ. MASS, Northeastern)			
Garrett Barry, BS, MEd (Salem State)	Social Studies	Sept	1967
Peg L. Beck, BA MEd (Penn State, Univ. Pittsburgh)	English	Sept	1973
Arlyss Becker, BA St. Olaf College	Art	Nov.	1981
Blair Bettencourt, BEd (Mus), MEd (Mus) (Lowell State)	Music/Band Director	Sept	1970
James Bogue, AM, MA, PhD (Harvard, Univ. Illinois)	Social Studies	Jan.	1976
Claire Brady, BS MS (Salem State, NH College)	Business	Feb.	1980
Eva Brown, BA (Univ. New Hampshire)	English	Jan.	1973
Janet Bryant, BA, MS (Univ. Maine, Worcester Polytechnic)	Mathematics	Oct.	1979
Maureen Buckley, BS (Framingham State)	Home Economics	Sept	1984
Anna Burgoon, BS, MA (Ohio Univ, UVM)	English	Sept	1972
Nancy Burt, BS (Gordon College)	Physical Ed/Health	Apr.	1980
James Casserly, BA, MS (Bridgewater, Univ.Lowell)	Science	Sept	1975
William Cody, BS, MEd (Salem State)	Business, Dept. Head	Sept	1964
Andrew Coravos, BS, MEd (Northeastern, Boston Univ.)	Business	Oct.	1968
James Coster, BA, MEd (Gordon College, Boston State)	Social Studies	Sept	1968
Catherine Coughlin, BS (Fitchburg State)	Math	Sept	1984
Carlene Craib, BA (Tufts Univ.)	Latin	Sept	1983
Albert Duffett, BA, MEd (Salem State)	History	Sept	1974
Edward Galotta, BS, MA (Boston College, Salem State)	Mathematics	Sept	1971
Norma Graham, BA, BS (Ohio State Univ.)	Spanish, Dept. Head	Sept	1974
Larry Guidetti, BA, MEd (Providence, Salem State)	Guidance Counselor	Sept	1985
Sally Haberman, BS (American Univ.)	Science, Dept. Head	Sept	1964
Jean Haight, BS (Univ. Maine)	Home Economics, Dept. Head	Sept	1980
Jeffrey Haight, BS, MS (Univ. Maine, Univ. Lowell)	Science	Oct.	1979
Frederick Henrichs, BA, AM (Gordon College, Northeastern)	History, Dept. Head	Sept	1966
F. Davis Herbert, BA, MA (Carleton, Columbia, U. MASS)	French	Sept	1980

Westford Academy (Cont.)

Priscilla Hughes, AB, MEd (Middlebury, Boston State)	English	Sept	1971
Paul Janocha, BS, MEd (Salem State)	Business	Sept	1968
Francis Joyce, BS, MEd (Fitchburg State)	Industrial Arts	Sept	1959
Michael Joyce, BA (Drake Univ.)	German	Sept	1978
Michael Kelly, BS, MEd (Boston College)	Chemistry	Sept	1963
Robert Kennedy, BS, MEd (Lowell State)	English	Sept	1969
Kenneth Kravetz, BA, MBA (Northeastern, Univ.Lowell)	Math	Sept	1985
Frank Lewis, BS (Northeastern Univ.)	Physical Education	Sept	1977
Joan Longobardi, BS, MEd (R.I. School of Design, Temple)	Art	Sept	1966
Carl Lyman, BS, MEd (Boston State, Tufts Univ.)	Special Needs	Sept	1973
Linda MacDonald, BS (Springfield College)	Physical Education	Sept	1975
Jacqueline McDonald, BS, MEd (SUNY at Fredonia)	Speech Pathologist	Sept	1979
Elaine McMahon, BS, MLS (Univ. Lowell, SUNY at Albany)	Librarian	Mar.	1980
James McNiff, AB, MLS (Boston College, Boston Univ.)	English, Dept. Head	Sept	1972
Alberta Mitchum, BS, MEd (Northeastern Univ.)	Mathematics	Sept	1984
John G. Morris, BS (Springfield College)	Physical Education	Sept	1968
Linda Morrison, BS, MEd (Univ. Maine)	Home Economics	Sept	1969
Judith Murphy, AB, MAT (Radcliffe, Harvard)	History	Sept	1973
Dianne O'Donnell, BA (Univ of MA at Amherst)	French	Sept	1972
Michael Parent, BS (Fitchburg State)	Special Needs Teacher	Feb.	1982
John Pawlak, BS, MEd (Univ. Lowell)	Mathematics/Computers	Sept	1976
Geraldine Penney, BS, MEd (Salem State, Suffolk Univ.)	Business	Sept	1971
Leroy Pindara, BS, MEd (Iowa State, Wayne State Univ.)	Physical Education, Dept.Head	Sept	1972
Paul Poisson, BA, MMT (Salem State, Univ. Lowell)	Science	Sept	1974
Susan Porteous, BS, MS (Univ.MA at Amherst, Univ.Lowell)	Science	Sept	1984
Richard Prescott, BS, MA (Univ. MA at Amherst)	Science	Sept	1964
Mary Pyne, BS (Univ.Lowell)	Math	Sept	1985
Robert Ricardelli, BS, MEd (NE Missouri State, Fitchburg)	Industrial Arts, Dept. Head	Sept	1973
Patricia Rotelli, BS, MA (Framingham State)	Guidance Counselor	Sept	1985
Christopher Saunders, BA (Stonehill College)	Reading/English	Sept	1979
Patricia Scannell, BA, MA (Merrimack, Emerson College)	English/Drama	Sept	1983
Edward Scollan, Jr., BS, MEd (Univ. Lowell)	History	Sept	1976
Nancy Sears, BA, MA (Colby, Lesley)	Special Needs Teacher	Sept	1981
Thomas Smith, BS, MEd (Salem State)	Business	Sept	1967

Westford Academy (Cont.)

Robert Sobek, BS (Univ. MASS)	Biology	Oct.	1965
Joseph Spadano, BS (Fitchburg State)	Mathematics	Sept	1979
Anne Stowe, BA, MEd (Salem State)	Mathematics	Sept	1974
Barbara Toohey, BA (Boston Univ.)	English	Sept	1981
Frederick Vona, Jr., BS, MA (Fitchburg, Ohio State)	Industrial Arts	Nov.	1981
Edward Walsh, BS, MEd (Fitchburg State)	Guidance Counselor	Apr.	1970
Mary Westcott, BS, MEd (Salem State, Tufts Univ.)	Guidance Cnslr/Coord.	Sept	1970
Sandra Whittlemore, BS (Keene State)	Social Studies	Sept	1977
Sharon William, BA, MA (Middlebury College)	Spanish	Feb.	1984
Kathleen Zemaitis, BS (Plymouth State)	Physical Education	Sept	1980

ABBOT MIDDLE SCHOOL

James A. Hunt, BS, MEd (Bridgewater, Northeastern)	PRINCIPAL	Sept	1985
Joseph Barreiro, BS, MEd (Fitchburg)	Language Arts	Dec.	1970
Martha Bentley, BA, MEd (UCLA, Northeastern)	Guidance Counselor	Sept	1972
Adela Blackburn, BA, MEd (Denison Univ., Lowell State)	Language Arts	Sept	1965
Dawn Brine, BS, MEd (Salem State, Northeastern)	Speech Pathologist	Oct.	1971
John Doucette, BA, MEd (Univ. MA at Amherst, Lowell State)	Science	Sept	1973
Diane Dumas, BA, MA (Boston Univ., Tufts)	Reading	Sept	1984
Clenna Emery, BS, MEd (Marion College, Fitchburg)	Science	Sept	1973
Carol Fernsten-Lyman, BS, MEd (Fitchburg State)	Special Needs Teacher	Sept	1978
Vickie Fitzpatrick, BFA (MASS College of Art)	Art	Sept	1976
Carolyn Geissler, B Mus, M Mus (N.E. Conservatory)	Strings	Sept	1966
Judith Gustafson, BS, MA (Minot State, Northeastern Ill.)	Reading	Sept	1985
Janet Harrington, BA, MEd (Framingham State)	Home Economics	Sept	1973
Fun Lan Hung, BS (Suffolk Univ.)	Mathematics	Oct.	1971
John Indresano, BS (Bridgewater)	Industrial Arts	Sept	1985
Glenice Kelley, RN, BS, MEd (Boston Univ.)	Health	Sept	1982
Marsha Kistler, AB, MA (Univ. Michigan)	French	Sept	1972

Abbot Middle School (Cont.)

Sherrie Laber, BA, MEd (American Univ., Tufts)	Gifted & Talented	Sept	1985
Joan Leyland, BS, MEd (Lowell State)	Language Arts	Sept	1967
Christine Lightbody, BS (East Stroudsburg State)	Physical Education	Sept	1971
Richard Lydon, BA, MA (Univ. Massachusetts, Framingham)	Social Studies	Jan.	1972
David Manseau, B Mus Ed (Boston Conservatory)	Music/Band	Sept	1963
Lloyd Maranville, B Mus, MEd (Lowell State)	Music	Sept	1973
Sandra Martinez, BA, MEd, CAGS (Carroll, Wright, Lesley)	Computers	Sept	1976
Suzanne McGrail, BA, MEd (Salve Regina College, Boston C.)	Language Arts	Sept	1980
Paula Newell, BS, MEd (Fitchburg, Worcester State)	Special Needs Teacher	Sept	1981
William O'Neil, BS, MEd (Boston Univ., Lowell State)	Science	Sept	1970
Thomas Pagel, BA, MA (Oakland Univ.)	Special Needs Teacher	Sept	1977
Doris Popson, BA (SUNY at Albany)	Spanish	Sept	1981
Kevin St. Cyr, BA (Merrimack College)	Social Studies	Nov.	1979
Paul Taylor, BS, MEd (Boston Univ. Suffolk Univ.)	Social Studies	Sept	1966
Charles Vogel, BA, MEd (Univ. Massachusetts, Fitchburg)	Mathematics	Sept	1973
Nancy Whitton, BS, MEd PhD (Lowell State, Boston College)	Language Arts	Sept	1976
Randolph Young, BS, MEd (Univ. Massachusetts, Boston State)	Physical Education	Sept	1970
Kathleen Zemaitis, BS (Plymouth State)	Physical Education	Sept	1980

NORMAN E. DAY SCHOOL

John D'Auria, BA, MEd (Boston College, Newton College)	PRINCIPAL	Sept	1985
Kristina Baker, BS (Lesley College)	Computers	Sept	1985
Karen Benedict, BA (Elmira College)	Mathematics	Sept	1974
Shelagh Brady, BAm NEd (Emmanuel College, Fitchburg)	Language Arts	Sept	1973
Dawn Brine, BS, MEd (Salem State, Northeastern)	Speech Pathologist	Oct.	1971
Margery Clark, BS, MEd (Univ. Connecticut, Lesley College)	Gifted/Talented	Sept	1982
Diane Clifford, BS (Fitchburg State)	Science	Sept	1976
Diane Cournoyer, BS (Fitchburg State)	Special Needs Teacher	Nov.	1983
Diane Dumas, BA, MA (Boston Univ., Tufts)	Language Arts	Sept	1984
Vicki Epler-Fitzpatrick, BFA (MA College of Art)	Art	Sept	1976
Deborah Forbes, BA (Lowell State)	Social Studies	Sept	1972

Norman E. Day (Cont.)

Carolyn Geissler, B. Mus., M. Mus. (N. E. Conservatory)	Strings	Sept	1966
Elizabeth Glenn, BM, MA (Univ. Michigan, Smith College)	Special Needs Teacher	Sept	1985
Glenice Kelley, RN, BS, MED (Boston Univ.)	Health	Sept	1982
Margaret Keltz, BS (Good Counsel College)	Science	Jan.	1980
Marsha Kistler, AB, MA (Univ. of Michigan)	French	Sept	1972
Lloyd Maranville, B Mus, MED (Lowell State)	Music	Sept	1973
Pamela McGovern, BS, MED (Fitchburg State)	Special Needs Teacher	Sept	1979
Suzanne McGrail, BA, MED (Salve Regina College, Boston C.)	Language Arts	Sept	1980
JoAnn Menzia, BS, MED (Univ. Lowell, Fitchburg State)	Language Arts	Sept	1970
Margaret Mullen, BA, MED (Emmanuel College, Salem State)	Science	Sept	1985
Peter Pecorelli, BS, MED (Fitchburg State)	Guidance Counselor	Sept	1971
Joyce Picard-Busse, BS (SUNY at Brockport)	Language Arts	Sept	1983
Doris Popson, BA (SUNY at Albany)	Spanish	Sept	1981
Kevin Regan, BS (Springfield College)	Physical Education	Sept	1979
Mary St. Onge, BA (Merrimack College)	Mathematics	Sept	1970
Robert Shepherd, BS, MED (Northeastern, Lowell State)	Language Arts	Sept	1967
Gregory Wadleigh, B. Mus (Lowell State)	Instrumental Music	Sept	1980
Philip Weinshenker, BA, MED (Univ. Wisconsin, Lowell State)	Social Studies	Sept	1973
Joan Woods, BS (Bridgewater State)	Social Studies	Sept	1957
Kathleen Zemaitis, BS (Plymouth State)	Physical Education	Sept	1980

CAMERON SCHOOL

Rose Bradley, BA, MED, CAGS (Emmanuel College,
Boston Univ.)

PRINCIPAL
Sept 1983

Marcia Brown, BA (Univ. Massachusetts)	Grade 2	Sept	1963
Maureen Connors, BS, MED (Bridgewater State)	Grade 3	Sept	1963
Cathleen Estep, BA, MED, CAGS, (Rosemont, Boston Univ., BC)	Special Needs Teacher	Sept	1980
Pamela Flavel, BS, MED (Lowell State, Fitchburg State)	Grade 1	Sept	1976
Carolyn Geissler, B. Mus., M. Mus. (N.E. Coservatory)	Strings	Sept	1966
Cecily Howell, BA (MASS College of Art)	Art	Sept	1980
Louise Kavanagh, BS (Lowell State)	Primary	Sept	1984

Cameron School (Cont.)

Jacqueline McDonald, BS, MEd (SUNY at Fredonia)	Speech Pathologist	Sept	1979
Alice McIntosh, BS (Boston Univ.)	Kindergarten	Sept	1970
Kevin Regan, BS (Springfield College)	Physical Education	Sept	1979

FROST SCHOOL

Rose Bradley, BA, MEd, CAGS (Emmanuel College,
Boston Univ.)

PRINCIPAL
Sept 1983

Beverly Anderson, BS, MEd (Lowell State)
Cheryl Campbell, BS (Lesley College)
Cecily Howell, BA (MASS College of Art)
Ruth Irvin, B. Mus. (Lowell State)
Martha Jennings, BS (Fitchburg State)
Jane Jurgeleit, BS (Boston State)
Joan Kavanagh, BS (Lowell State)
Barbara Manuel, BM, MA (N.E.Conservatory, Univ.Maine)
Catherine Pawliczek, BA, MA (Univ. MA at Amherst)
Linda Schaye, BA,MA,MEd (Skidmore, Columbia, Lesley)
Lydia Seif, BA, MEd (Michigan State, Boston Univ.)
Randolph Young, BS, MEd (Univ. MA at Amherst, Boston State)

Grade 3
Special Needs Teacher
Art
Music
Grade 1
Grade 5
Grade 2
Grade 4
Speech Pathologist
Computer Teacher
Counselor
Physical Education
Sept 1970
Feb.
Sept 1980
Sept 1969
Sept 1984
Sept 1978
Sept 1972
Sept 1968
Sept 1974
Sept 1985
Sept 1978
Sept 1970

NABNASSET SCHOOL

Henry J. Leyland, BA, MEd (Merrimack College, Rivier)

PRINCIPAL
Sept 1956

Donald Babin, BA, MEd (Salem State)
Elizabeth Bagas, BS, MEd (Lowell State)
Marjorie Berenson, BS, MS (Lesley, Univ. Lowell)
Karen Bettencourt, BS (Oregon State)
Frank Bishop, BS (Boston Univ.)

Grade 5
Grade 3
Title I
Kindergarten
Physical Education
Sept 1966
Sept 1969
Sept 1983
Sept 1971
Sept 1967

CENTRAL OFFICE STAFF

John A. Crisafulli, BS, MEd, DEd (Boston Univ., Nova Univ.)	Superintendent	July	1973
Henry C. Zabierek, BA, MEd, PhD (U. R.I., Boston U., Carnegie-Mellon)	Dir. of Programs	Aug.	1986
Charles J. Fiorino, BS (Boston Univ.)	Business Manager	Aug.	1984
Doris Santaguida, (Northeastern Univ.)	Food Service Director	Aug.	1966
Kevin Dwyer, BS, MEd, CAES, DEd (Fitchburg, BC, Boston U.)	Admin. Special Ed	Aug.	1984
Jane Coleman, BS, MEd, DEd (Springfield, Boston Univ)	School Psychologist	Sept	1970
Alma Swartz, BA, MEd (Univ. MA at Boston, Tufts)	School Psychologist	Dec.	1980
Nancy Ferraro, BA, MEd (Boston College)	Team Chairperson	Sept	1981
Dawn Brine, BS, MED (Salem State, Northeastern)	Speech Pathologist	Oct.	1971
Catherine Pawliczek, BA, MA (Univ. MA at Amherst)	Speech Pathologist	Sept	1974
Jacqueline McDonald, BS, MEd (SUNY at Fredonia)	Speech Pathologist	Sept	1979
Margaret Donahue, BA, MEd (Emmanuel College, Boston Univ.)	Title VIB Counselor	Sept	1977
Lydia Seif, BA, MEd (Michigan State, Boston Univ)	Title VIB Counselor	Sept	1978
Christine Becker, BS, MSW (Boston Univ., Boston College)	Psychiatric Social Worker	Sept	1980

Nabnasset School (Cont.)

Marie Breen, BS (Salem State)	Grades 1 & 2	Sept	1985
Elizabeth Chachus, BS, MED (Lowell State, Rivier)	Grade 5	Sept	1955
Joyce Coughlin, BS, MED (Fitchburg State)	Grade 2	Sept	1971
Margaret Geary, BS, MED (Regis College, Boston Univ.)	Grade 3	Sept	1965
Carolyn Geissler, B. Mus., M. Mus. (N.E. Conservatory	Strings	Sept	1966
Loretta Grushecky, BS, MED (California State, U. Virginia)	Special Needs Teacher	Sept	1974
Bella Guilmartin, BA, MED (Peabody College, Boston College)	Special Needs Teacher	Sept	1983
Jeannine Haberman, BS, MED (Univ. Lowell, Rivier College)	Special Needs Teacher	Sept	1979
Cecily Howell, BA (MASS College of Art)	Art	Sept	1980
Ruth Irvin, B. Mus (Lowell State)	Music	Sept	1969
Ann Kirk, BS (Lowell State Univ.)	Grade 1	Sept	1964
Christine MacMillan, BS (Univ. Lowell)	Title I	Sept	1983
Anne Marie Marcella, BS (Univ. Lowell)	Kindergarten	Jan.	1986
Nancy Meech, BS (Lowell State)	Grade 4	Sept	1972
Marjorie Nardini, BA (Lowell State)	Kindergarten	Sept	1973
Kathleen Pacsay, BS (Lowell State)	Grade 4	Sept	1972
Joseph Parrino, BS, MED (Queens College, Salem State)	Grade 5	Sept	1967
Catherine Pawliczek, BA, MA (Univ. MA at Amherst)	Speech Pathologist	Sept	1974
Rose Quillan, BS (Albertus Magnus)	Grade 1	Sept	1962
Jean Rubinstein, BS, MED (Brooklyn College, Univ. Lowell)	Special Needs Teacher	Sept	1978
Linda Schaye, BA, MA, MED (Skidmore, Columbia, Lesley)	Computer Teacher	Sept	1985
Lydia Seif, BA, MED (Michigan State, Boston Univ.)	Counselor	Sept	1978
Marilyn Sheridan, BS, MED (Lowell State)	Grade 2	Sept	1966
Esther Wikander, BA MED (U. MASS/Amherst, U. Lowell)	Grades 3 & 4	Sept	1985

ROBINSON SCHOOL

Kenneth L. DeBenedictis, BS, MED, CAGS (Northeastern, BU)	PRINCIPAL	Sept	1968
Darryl Alexa, BS (Lowell State)	Grade 4	Sept	1970
Roberta Atkinson, BS, MED (Boston Univ., Northeastern)	Special Needs Teacher	Sept	1974
Ellen Barry, BS (Lowell State)	Grade 4	Sept	1968
Dawn Brine, BS, MED (Salem State, Northeastern)	Speech Pathologist	Oct.	1971

Robinson School (Cont.)

Beverly Cancellla, BS, MEd (Lowell State, Northeastern)	Grade 1	Sept 1966
Joyce Cederberg, BS (Lowell State)	Grade 3	Mar. 1969
Lucille Dadmun, BS (Salem State)	Grade 5	Sept 1983
Judith Daly, BS (Univ. Vermont)	Grade 5	Jan. 1980
Margaret Donahue, BA, MEd (Emmanuel College, Boston Univ.)	Counselor	Sept 1977
Donna Dufour, BS, MS (Fitchburg State)	Grade 1	Sept 1973
Cathleen Estep, BA, MEd, CAGS, (Rosemont, Boston Univ., BC)	Special Needs Teacher	Sept 1980
Leola Foden, BA (Boston Univ.)	Special Needs Teacher	Sept 1967
Kathleen Gendron, BA, MEd (Rivier College)	Grade 3	Sept 1974
Kenneth Gerken, BA, MEd (Roanoke, Fitchburg)	Physical Education	Sept 1969
Ruth Guild, BS, MEd (Bridgewater State, Northeastern)	Kindergarten	Sept 1967
Wanda Hall, BS (Lowell State)	Grade 4	Sept 1976
Jane Hay, BS (Univ. Maine)	Grade 1	Sept 1984
Charlotte Jeltsch, BA, MEd (DePaul Univ., Northeastern)	Grade 2	Sept 1966
Barbara Joki, BA (Univ. MA at Amherst)	Art	Jan. 1968
Gertrude Kalinen, BS, MEd (Fitchburg State)	Grade 2	Sept 1968
Linda Lemire, BS (Lowell State)	Grade 3	Sept 1970
Florence Michaelides, BS (Lowell State)	Grade 4	Sept 1970
Mary Mourtzinis, BS (Salem State)	Grade 5	Sept 1969
Janice Nickerson, B. Mus., MEd (Lowell State, Fitchburg)	Music	Sept 1970
Carol Rice, BS (Univ. Maine)	Grade 1	Sept 1983
Linda Schaye, BA, MA, MEd (Skidmore, Columbia, Lesley)	Computer Teacher	Sept 1985
Carole Shyavitz, BS (Millis College)	Kindergarten	Sept 1983
Janet Stoddard, BA, MEd (Mt. Holyoke, Tufts Univ.)	Grade 4	Sept 1969
Mary Surprenant, BS (Suffolk Univ.)	Grade 2	Sept 1972
Francine Tillman, BS (Rhode Island College)	Pre-First	Sept 1979
Beverly Welsh, BA, MEd (U.MASS Amherst, Towson State)	Grades 1 & 2	Sept 1986
Gail Wilson, BA, MEd (Mt. Holyoke College, Fitchburg)	Grade 2	Feb. 1973
Susan Yetten, BS (American International College)	Grade 5	Sept 1975

NASHOBA VALLEY TECHNICAL HIGH SCHOOL

Serving the Towns of Chelmsford, Groton, Littleton, Pepperell, Shirley, Townsend and Westford.

DISTRICT SCHOOL COMMITTEE

Irene Machemer, Chairman	Townsend
David Snow, Vice-Chairman	Chelmsford
Thomas Carey, Secretary	Chelmsford
Jane Barry	Groton
William Buxton	Pepperell
Stratos Dukakis	Chelmsford
Augustine Kish	Littleton
Robert Manning	Shirley
Charlotte Scott	Westford
Cecile Stefanski	Westford

ALTERNATES

Harvey Atkins, Jr.	Littleton
Howard Burns	Pepperell
Kevin Finnegan	Westford
Edward Mitchell	Townsend
L. Peter Noddin	Shirley
Jordan Waugh	Groton
Ronald Wetmore	Chelmsford

ADMINISTRATION

Bernholdt Nystrom	Superintendent-Director
Charles Valera	Assistant Director/Principal
David McLaughlin	Assistant Director/Vocational
Paul Royte	Guidance Director
Sandra Harvey Weigle	Coordinator of Special Education
Thomas Eng	Dean of Students

Nashoba Valley Technical High School's enrollment as of October 1, 1986, was as follows:

Chelmsford	191
Groton	66
Littleton	51
Pepperell	92
Shirley	76
Townsend	57
Westford	136
Tuitioned	19
Total	688

Nashoba Valley Technical High School is accredited by the New England Association of Schools and Colleges, Inc. and provides its students with on-the-job training, saleable skills, co-op program, high school diploma, trade certificate and an opportunity for further education and job placement.

Over the past decade, the record of employment for our graduates has averaged approximately 95%. Each year, qualified seniors may elect to take advantage of our Co-op Training Program which allows senior students to work in industry during their shop weeks and receive valuable training in their chosen fields as well as a salary.

The following programs are offered at Nashoba Tech:

Technical Programs

Auto Body	Horticulture/Landscaping
Automotive	Machine
Carpentry	Medical Occupations
Culinary Arts and Baking	Metal Fabrication and Welding
Data Processing	Painting and Decorating
Drafting	Plumbing and Heating
Electrical	Printing
Electronics	

Academic Programs

English	Geometry
Social Studies	Trigonometry
U.S. History	Advanced Mathematics
Consumer Education	Biology
General Mathematics	Physics
Algebra	Chemistry
How to Start Your Own Business	

In addition to the technical and academic programs, a full Inter-Scholastic Athletic Program is offered to the students.

ADULT EDUCATION

Nashoba Valley Technical High School's Adult Education Program is open to anyone of high school age or over. Citizens from all communities are welcome to participate in the many diversified courses which are offered during both the fall and spring semesters. This year 717 students enrolled in our Adult Education Program.

WESTFORD BOARD OF HEALTH REPORT

At the first meeting following the annual town election, the Board organized as follows: Charles G. Colburn, M.D., Chairman: Charles A. Menzie, Ph.D., Vice-chairman: Charles S. Landino, Secretary: Carolyn E. Cochrane, Ph.D. and Robert LeGacy complete the Board membership. Josephine A. Pioli is Principal Clerk. Due to a heavy work load, Carolyn E. Cochrane found it necessary to resign her position on the Board. Mark Mulligan, was appointed by the Selectmen and the Board of Health Members to fill the vacancy.

At the annual Town Meeting in May of 1985 the Town voted to withdraw from the Nashoba Associated Boards of Health. The Board of Health held several work meetings to make ready for July 1, 1986. Each Board Member had assumed particular responsibilities to aid in the transition.

Several applicants were interviewed by the Board for Sanitarian, and the decision was made in May of 1986 to hire Janice Babich for the position. Janice was employed by Nashoba, and had been the sanitarian handling Westford. Janice has worked very diligently to make the transition from Nashoba to our own Health Department successful.

In April, Mark Mulligan suggested to the Board that Smoking Regulations be adopted. Mark worked on the regulations and brought them before the board. After several meetings, the Board adopted the Smoking Regulations at the end of April. A copy of these regulations can be obtained in the Board of Health Office.

George Fletcher, has remained Large Animal Inspector, and has taken on the additional responsibility of Agent to pick up dead animals. Judy Bassett has remained Inspector in charge of animal bites, Robert Matley Pump and Well Inspector, and William MacMillan as Stable Inspector.

Several new regulations, concerning septic systems have been adopted by the Board this past year. A copy is available in the Board of Health Office.

Sara Jane Pratt, the Town Nurse, resigned in July, and the Board appointed Sandra Collins. Sandra is a Town resident, and has been working on several different projects. One of these is a health needs assessment for town employees, as well as a health needs assessment for town residents. A Town Nurse report has also been submitted.

Westford is now collecting fees for lot testing, septic permits, installers licenses, licenses to operate a food establishment, retail food establishments, etc.

FEES COLLECTED FOR THE YEAR ENDING DECEMBER 31, 1986

LOT TESTING	\$14,290.
SEPTIC PERMITS	\$19,200.
HAULERS & INSTALLERS LICENSE	\$ 155.
PERMIT TRANSFERS AND RENEWALS	\$ 680.
SEPTIC EVALUATIONS & REPAIRS	\$ 1,005.
FOOD SERVICE PERMITS	\$ 330.
RETAIL FOOD PERMITS	\$ 00.
MILK LICENSES	\$ 15.
BEACH AND POOL PERMITS	\$ 50.
STABLE & PIGGERY PERMITS	\$ 90.
CAMPING/HOTEL/MOTEL PERMITS	00.

TOTAL FEES TURNED OVER TO TREASURER \$35,817.

Board of Health Members are also serving on several other committees related to such topics as groundwater protection, closing the landfill, and town sewerage.

This has been a learning year for the Board of Health, and we are pleased with the progress we are making. Communication between the different Boards and Departments has increased. Communication between State Regulatory Departments, i.e. Public Health and the Department of Environmental Quality Engineering, has helped us to obtain information needed to provide the services needed for Town residents, and to make this a quality and effective department.

Respectively Submitted

Charles Colburn, M.D.
Chairman

WESTFORD TOWN NURSE REPORT

In July, I began the job as Town Nurse to aid in the development of an independent health department. My responsibilities have been varied, with disease prevention and health promotion the major focuses. Some duties are state mandated such as visits to premature infants and their families and communicable disease control services. I also provide health counseling and screenings at monthly clinics and home visits to those needing health supervision. Since separating from Nashoba Boards of Health, our Board of Health has become the liaison between the schools and state in health related areas. Finally, through numerous meetings with community members and local and state agencies, and various health needs assessments, the groundwork is being laid to establish a progressive and effective health department, which will improve the health of Westford Residents.

SUMMARY OF CLINIC SERVICES

WELL CHILD CLINIC - offering physicals, immunizations and developmental assessment to children - 57 screened.

MAINTENANCE CLINIC - TB testing, lead testing, blood pressure checks, nutrition counseling and medication review - 58 screened.

FLU CLINIC - 3 clinics held and home visits to homebound.
220 immunizations given.

HIB CLINIC - 20 children vaccinated against Haemophilus influenza.

COMMUNICABLE DISEASES REPORTED - 1986

Salmonella	5
Giardia	4
Campylobacter	4
TB (active cases)	2
Gonorrhea	1
Hepatitis	1
Chickenpox	17

Respectfully Submitted
Sandy Collins

TOWN OF WESTFORD - DOG BITES 1986

Total Dog Bites	32
Total Quarantined Dogs.	25
Total Cat Bites	3
Total Dog Bites on Other Animals. . .	1 (Horse)
Total Dog "Harassment" incidents. . .	20 (Joggers, bikes and children)
Total Dog Damaging Property	5 (cars and rabbit cages)

1986 Has been a relatively quiet year for dog incidents. We have only had 2 bites which were severe and only one incident of a dog biting a human more than once.

None of the dogs involved in Westford dog bites are what I class as vicious dogs, though some are not under good control or adequate restraint.

Almost all of the bites took place on the owners property or in his house. Most of the bite victims were under 15 years old.

It would appear that the unavoidable lecture I give everyone who has a dog that has been reported to me may be doing some good. I recommend restraint, stress responsibility, and offer all types of training. It seems to be working since our dog bites are definitely down from 1985.

Respectfully Submitted,

Judy Bassett
Small Animal Inspector
Town of Westford

LANDFILL CLOSURE ADVISORY COMMITTEE

As reported in the 1986 Westford Town Report, the Landfill Closure Advisory Committee (LCAC) was created to serve in an advisory capacity to the Highway Superintendent and to provide an opportunity for residents to comment on the development and implementation of the closure plans. In addition, our Committee was charged to explore issues relating to re-use of the site after closure, particularly from the standpoint of integrating the closed site into abutting Town land.

In May 1986, the Department of Environmental Quality Engineering required that a limited hydrogeological study be done on the landfill site. First test results indicated a need for additional studies. After further investigation, DEQE gave approval to proceed with the closure plans.

Project Engineers, Weston and Sampson, have compiled all necessary information to complete the capping procedure and DEQE has been asked to give final approval to the plan.

Because additional work was required by DEQE before construction could begin, our project was delayed until the 1987 construction season. A Fall completion is anticipated.

Respectfully submitted,

Christine Pude, Chairman
Joanne Barnett, Secretary
Roger Lachance
Mary Smith
Peggy Melanson
Louis Oliver, Conservation Commission
Charles Landino, Board of Health

PLANNING BOARD

The pace of growth in Westford accelerated in 1986. To assist the Board in coping with the increased work load, the newly created position of Planning/Conservation coordinator was filled with the hiring of William Turner. This position serves both the Planning Board and Conservation Commission.

Under Subdivision Control, 217 house lots in 14 subdivisions on 421 acres were approved. Eight commercial site plans were reviewed and approved with a total of nearly 250,000 square feet of floor space on 33 acres, located primarily along Littleton Road.

Changes to the Zoning Bylaw reflected efforts to better regulate development in the Commercial Highway and Industrial Highway zones, including more stringent requirements for open space and buffer zones, as well as outside storage.

The Board continued its involvement in the Master Planning Study with Committees focusing their attention on the Central and Southern sections of town. The Board was also involved in a state funded affordable housing study with a number of surrounding towns in the region.

As year's end the major projects in town still in the planing process included the 1.2 million square foot Michelson Far-Westford Technology Park on Littleton Road and a 163 lot Open Space Residential Development on Howard Road.

Respectfully submitted,

Leslie A. Thomas, Chairman
Peter S. Fletcher
William C. Harman
Richard D. Walthers
Joseph A. Guthrie, Jr.

CONSERVATION COMMISSION

1986 saw the initiation of professionalization of the Conservation and Planning office with the appointment of William Turner to the position of Planning/Conservation Coordinator, established by the December, 1985 Town Meeting. The position was initiated to assist the Conservation Commission and Planning Board with a burgeoning workload resulting from the rapid increase in development in Westford.

This increase was reflected in administration of the Massachusetts Wetlands Protection Act (Massachusetts General Law Chapter 131, Section 40) with approximately a 30% increase over the preceding year in the number of projects coming for review before the Commission. Statistically, the work of the Commission is reflected as follows: 22 Requests for Determination were administered; 38 Public Hearings were held, many on complex projects requiring several continuations; 140 site inspections were conducted by the Commission and Planning/Conservation Coordinator; 5 Enforcement Orders (Cease & Desist) were issued; and one project denied, which is currently under appeal.

Significant progress was made in 1986 in the area of open space acquisition and preservation. Murray Printing Company donated two very significant parcels to the Town; one of them located adjacent to the Arch Bridge on the north side of Stony Brook, complementing the Town's existing ownership on the southern side of this historic monument, and 28 acres of primarily wetlands adjacent to Beaver Brook. Four Conservation Restrictions protecting 130 acres achieved final approval under the State's Conservation Restriction Act. A special committee was formed with a representative of the Conservation Commission and Planning Board with the Planning/Conservation Coordinator to help coordinate approval of Conservation Restrictions filed in accordance with the Open Space Residential Subdivisions. Town Meeting authorized the Selectmen to petition the General Court to enact legislation to establish a Land Bank as a means of raising funds for land acquisition through a special tax on real estate transactions. Such legislation was filed but not acted on by the legislature in 1986. Finally, the Commission began negotiations with several land owners for potential purchase of large parcels, including Camp Weet-a-Moo on Long Sought for Pond.

Phase I of the Diagnostic/Feasibility Study of Forge Pond under a grant from the Massachusetts Clean Lakes Program was completed by Baystate Environmental Consultants, Inc., who had been studying nutrient levels and environmental characteristics of the pond, in an attempt to formulate a possible solution to problems of weed growth and fish kills. The consultants reported their progress at several public meetings. The study resulted in a proposed lake level control device to draw water from the lowest level of the pond as a step toward alleviating problems

with the water body. An application for a Phase II Grant for implementation of the consultant's recommendations was filed with the State with the enthusiastic support of the Town of Westford and Littleton citizen groups and public officials, as well as Representative McGovern and Senator Sheehy.

Following a vote of Town Meeting, a study Committee for adoption of a local option non-zoning wetlands protection bylaw was formed and began its work. Such a bylaw would add another layer of protection to the Town's wetland resources.

In other activities, Commission members continued their involvement with long range Master Planning Studies being conducted by the Planning Board and Selectmen's Office and the Dufresne-Henry Aquifer Study Committee being conducted by the Selectmen's Office. On Conservation Lands, the Commission carried out plantings on Town Pond.

The Commission wishes to express its appreciation to Town officials and the residents of Westford for their support of its work in protecting natural resources and preserving open space.

Respectfully submitted,

Patricia Loring, Chairperson
William McClellan, Vice-Chairperson
Chester Cook, Jr., Treasurer
Louis Oliver
Arnold O'Brien
Richard Emmet
Thomas Paul

ZONING BOARD OF APPEALS

The Zoning Board of Appeals heard 52 cases in 1986, a dramatic increase from 39 in 1985. Of this total, 42 petitions were granted, seven were denied, two were withdrawn, and one was continued to January 1987.

The largest category -- 30 in 1986 -- continues to be requests for dimensional variances in yard size or frontage. Within this category an increasing number are for the smaller lots in cluster developments, on which residents wish to have full-size houses, additions, and garages.

As development in Westford proceeds, land which does not meet the requirements of the zoning bylaws becomes desirable. In 1986, the Zoning Board of Appeals heard several petitions for commercial development along Rte 110. One requested a dimensional variance for a parcel on the corner of a little-used side road; one requested a use variance to permit commercial activity on the portion of the site which is in a Residential Zone; and one requested construction of a building without meeting the minimum open space requirements. The Board granted the first two petitions and denied the third.

On the basis of expert testimony that the areas were not actually in Wetland or Edge Zones, three parcels qualified for a Special Permit for residential development in the area designated Wetland or Edge Zone on the Wetlands Map.

Every year several families seek to provide accommodation in one house for two generations, usually elderly parents and a growing family, by a Special Permit. In 1986, four such permits were granted. One was denied because a Special Permit for a second family had already been issued.

Occasionally petitions are presented for a variance to use a parcel for a purpose more compatible with the surrounding area than its zoned use. In 1986, a variance was granted to use a parcel in a Residential District for business because it was surrounded by business use. The Board also granted a variance to use business-zoned land for residences because the parcel was surrounded by a Residential Zone.

One variance was granted to site a new septic tank in place of an old one set back from a lake less than the required distance. One Special Permit was granted to conduct a business in a home; and one Special Permit was granted to operate a service station.

By permission of the Planning Board, a petition to allow the use of individual wells rather than a public water system or private communal water system which had been denied in 1985 came before the Zoning Board again in 1986, at which time it was again denied. Two petitions for variance to allow existing structures to remain were denied because the Board deemed it no great hardship to remove them. A request to waive the lot size and frontage requirement in order to subdivide a parcel into two lots was not granted because the required number of Board members was not persuaded that the hardship test of the state statute had been met.

Applications and an information sheet are available for Petitioners in the Town Clerk's office. The process of obtaining a variance or special permit is lengthy, and applicants are urged to obtain and file applications as early as possible.

John G. Preston, Chairman
Jack Yetman
Mark Scolnick
Ronald Nolin
Willis Buckingham
John Cadigan, Alternate
Bob Tierney, Alternate

CABLE TELEVISION COMMITTEE

The 1987 Federal deregulation of cable services has had a major impact on subscribers this year. As a result of deregulation, Nashoba Cable has substantially increased the price of Basic Service and additional set connections. Deregulation has eliminated Board of Selectmen review of price increases to Basic Service by Nashoba.

The Cable Television Committee advises the Board of Selectmen on matters pertaining to Nashoba Cable's performance to the terms of the Franchise License and level of service provided to subscribers. The committee also works with Nashoba Cable to establish the budget for and content of local programming.

Although problems related to cable service should initially be directed to Nashoba Cable at 692-6500, the Committee assists residents when these are not easily resolved. Please communicate with the committee in writing or attend a public meeting at Town Hall.

Major accomplishments for the committee this year have been an agreement "in practice" by Nashoba to relax the line extension requirements from 35 to 30 houses/mile.

Although there has been an agreement "in principle" between the School Committee and Nashoba Cable to locate a studio at Westford Academy, the lack of a studio remains a major disappointment for the Committee. Still unresolved are any agreements as to the use and specification of this facility which was to have been provided by Nashoba Cable as a condition of the license. Further action on this matter is pending approval by the School Committee of a floor plan and an educational impact study.

Local programming in Westford is based on volunteer talent and is funded by 3 percent of all subscriber fees. Nashoba Cable provides training and technical support to all Westford residents who wish to be a part of Community Television. Those residents interested in producing programs or working as part of a technical crew, should contact any committee members.

Those who would rather watch should consult the "Bulletin Board" on channel 8 or the local newspaper for a schedule of programming aired on channels 8 and 30.

Two new members joined the committee this year. Donald Bradanese, a former School Committee member and Dr. David Watson, who brings to the committee a high level of experience with Westford's Community Television.

Dr. Watson initiated and produced Westford's first local news program "Westford Week". This was a pioneer effort requiring considerable production skills, time and management on a weekly basis.

Finally, the Committee would like to note the dedicated service of Roy Lamb who served as Treasurer since September, 1982, and William Connell, Jr., both of whom left the committee this year.

Hajo Koester, Chairman
Kenneth Dwyer, Vice Chairman
George Switzer, Secretary
Roger Parent, Treasurer, LO Committee
Dr. David Watson, LO Committee
John Kavanagh
Donald Bradanese

SEWERAGE ADVISORY COMMITTEE

During 1985-1986 the Westford Sewerage Advisory Committee was reorganized during the past 18 months and has expanded to eight members. In Spring 1986, several engineering firms were interviewed to do the Town's sewerage need study and write Advance Application for a (Step I Facilities Plan).

At the May, 1986 Annual Town Meeting, \$20,000 was approved as the Town's 10% share of the cost to conduct this study.

In August, 1986, the engineering firm of Dufresne & Henry from Westford, was chosen by the Committee to write and file a Planning and Advance Application with D.E.Q.E. and D.W.P.C.

In the fall of 1986, Dufresne & Henry estimated the cost of the 1-2 years town-wide study to be \$139,415.00. The Town's 10% share is \$13,941.00. The State's 90% share is \$125,474.00.

The Town's Comprehensive Application was filed January 21, 1987 with D.E.Q.E. and the Division of Water Pollution Control. We are hoping to be awarded this Planning Advance within the next 5-6 months. If we are successful and receive the grant, it is projected that this study will take 12-18 months to complete.

This committee looks forward to a continuous dialogue with Town boards and residents. Public participation is solicited and encouraged as well as being a vital part of the future study of Westford's sewage disposal needs.

The Committee would like to thank Robert J. Halpin, the Board of Selectmen's Executive Secretary and Project Coordinator, as well as Mr. Warren W. Terrell, P.E. of Dufresne & Henry, Senior Project Manager, for their help and guidance in the past year.

In closing, the Committee would like to extend an invitation to any resident who would be interested in serving on this board as a member or an alternate member for a one-year term.

Respectfully submitted,
Westford Sewerage Advisory Committee

Thomas J. Mossdrop, Chairman
Harold Fletcher, Vice-Chairman
Steven Hansen, Secretary
Robert Jeffries
Robert Matley
Robert Hicks
Chester Cook
Dr. Charles Colburn

TRANSFER STATION SITE SELECTION COMMITTEE

The committee was established by a vote of the May, 1985 Special Town Meeting, and was charged with locating a site which would be appropriate for the construction of a transfer station for the collection of residential trash prior to its being trucked to the NESWC facility in North Andover.

After a year of study (see the 1985 Town Report), the committee asked the 1986 Annual Town Meeting for funds to have engineering studies done on two potential sites. Article 22 appropriating ten thousand dollars was passed.

Subsequent to the town meeting vote, the committee met to determine the specifications for the request for engineering proposals. Of prime importance were the eight criteria which the committee had identified early in the study process. The engineers were asked to evaluate the sites taking into consideration:

1. distance from homes
2. distance from wetlands and future town wells
3. drainage for the facility
4. distance from fire station or town water
5. traffic control
6. size requirements for necessary access roads and traffic accumulator, recycling needs, area for garaging vehicles, and necessary expansion over twenty years
7. suitability of terrain
8. cost and availability

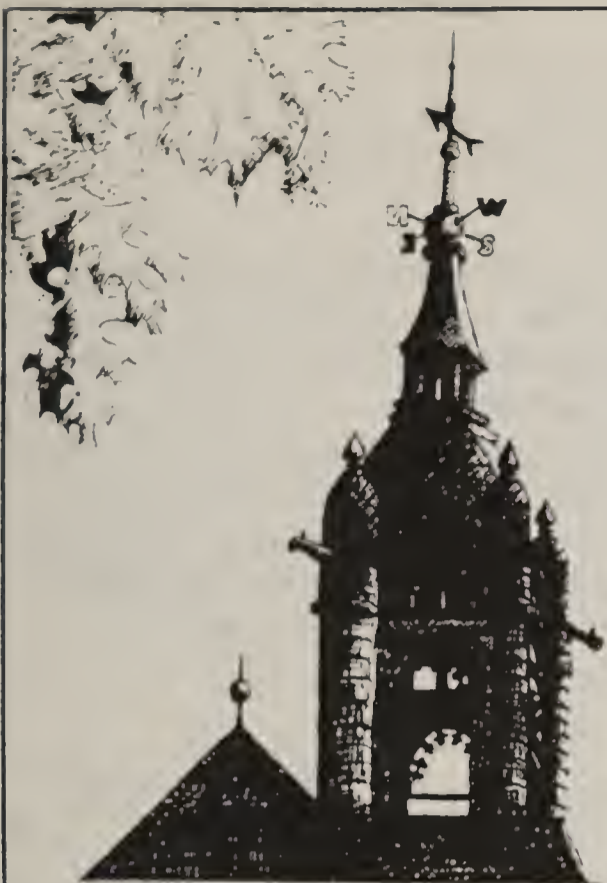
On December 12, 1986 three proposals were received in response to our request for proposals. After evaluating all three, the committee voted to recommend to the Selectmen that the engineering firm of Weston & Sampson be retained by the town. The Selectmen accepted this recommendation.

Weston & Sampson were directed to evaluate the town-owned land north of route 110 at the Chelmsford line first, and if that site met the above criteria, to go no further. Should site number one fail, the engineers were then to evaluate the second site at the northerly end of Nixon Road off route 110.

Based on the engineering results due by early spring, 1987, the committee will be able to determine its direction for the 1987 town meeting, hoping that one of the two sites will be considered viable for the construction of a transfer station prior to the August 1988 termination of the town's present contract with a commercial trash collector for curbside collection and direct haul to North Andover. Any new contract could reflect reduced expenses from the local collection of trash at a transfer station, as well as from recycling at the new facility.

Respectfully submitted,

Pete Dunigan	Bob Tierney
Ellen Harde, Chairman	Bill Pude
Roger LaChance, Secretary	Steve Young



Roudenbush Community Center

And The Beat Goes On

In its twelfth year, Roudenbush was used by one of every three Westford families, fulfilling its commitment to offer a wide range of services at the lowest possible cost to the Town.

For the first time in 1986:

- Driver Education Classes were offered in cooperation with the Chelmsford Auto School, and were attended by 180 teenagers (whose families were therefore spared the afternoon round trip to Chelmsford.)
- Summer Gymnastics Camp began for all levels and ages.
- Infant Exercise classes were created and taught by coordinator Joy Hayes for mothers and babies ages 3 months to creeping.
- Scholarship assistance to residents unable to pay full program fees or tuition topped \$1200.
- Enrollment in all sessions of our preschool reached 173.
- Full weekend programming became a reality with dance classes in jazz, tap and ballet for ages 4 to adult, and square dancing added to ongoing Tae Kwon Do, basketball and volleyball.
- An After School/In School Program was initiated (see below).
- Pre-K classes for 5-6 year olds were at the Children's Center at Nabnasset.



To Your Health

One of the most important services that the Center offers is in the area of health care. This year, nearly 600 residents took advantage of

- Well Child Clinics
- Camp Physicals
- Cholesterol screenings
- PAP clinics
- Hearing & hearing aid tests
- Red Cross blood drives
- Health clinics with the Town Nurse
- CPR & First Aid instruction
- Centre Counseling consultations

Roudenbush is pleased to now have AlAnon meeting each Sunday morning at the Center with more than 80 people attending. A highlight of the health year was the presentation of three drug education forums presenting professionals in the field as well as ex-addicts talking about their experiences and knowledge of substance abuse and its consequences.

Children's Center at Nab Turns The

Corner

In its first full year of operation, the Children's Center at Nabnasset, housed in the former Old Nab School on Plain Road, has turned the financial corner and become a self sufficient operation. Offering child care for the school age child, the Nabnasset Center cares for 75 children each week. Our bus transports the children between the Center and the elementary schools for kindergarten to fifth graders, Monday through Friday.

During the summer, arrangements were made with the Lowell YWCA to have older children take part in the Y's Camp Weetamoo program on Long Sought for Pond.

Patti's Comet

One of the proudest achievements of the year was the blossoming of the After School/In School (As Is) Program. Begun by Program Director Jerri Buffo with a few offerings in the spring, the program was well enough received for the Roudenbush Committee to hire Patti Mason to expand the number of classes offered. And expand she did! Using classroom space in the elementary and middle schools, Patti organized over 50 programs for the fall session. 400 children in grades 1 through 8 stayed at their schools for an extra hour or two a week to learn about anything from microwave cooking to identifying animal tracks. Working closely with school principals, Patti will continue to offer the maximum programming each fall and winter.

Wherefore Art Thou?

With a grant from the Westford Arts Council, Roudenbush offered the following presentations to the community free of charge:

- Michael Lane-Trautman, Mime
- Marcia Perlmutter, Actress as "Mother Goose" and "The Mill Girls"
- Cathy Judge, Artist demonstrating Animal Sculpture



A Little Help From Our Friends

Keeping up two buildings, one ninety years old and the other sixty-five years old, without taxing the taxpayer requires a lot of friends. The Roudenbush Associates helps out enormously by paying for all capital improvements at both the Community Center and the Children's Center at Nabnasset. Their money comes from donations, memberships, THE AUCTION and the publication of the Westford Directory every two years.

This year the Associates

- spent over \$3000 to repair the fire damage when the Center was struck by lightning on July 29th.
- purchased \$1700 of equipment for the office, gymnastics and playgroup
- bought storm windows for the Children's Center at Nabnasset

In addition, several donations were received from friends:

- new sinks for the men's and women's bathrooms were donated and installed by Butch Guillemette of Ayotte Plumbing
- a piano from Pauline Levasseur
- wallboard and other material to repair fire damage from Greg Dana of Dana Wallboard Supply of North Chelmsford
- playground materials from the Boston Globe
- contributions from Gordon & Barbara Seavey, Priscilla Chapin, the Tadmuck Club, and the estate of Ella LaMontagne totaled nearly \$4000



Heads. You Win

To offset the cost to the Town of operating the Roudenbush, each year money from rentals to groups like Aerobic Dance and Tae Kwon Do is returned to the Town. In addition, the Roudenbush Associates give an amount of money to cover annual operating expenses.

For FY86, the Town spent:

\$55,700	for salaries and
<u>20,800</u>	for operating expenses
\$76,500	

and in income the Town received:

\$22,800	from the Associates
<u>16,600</u>	from rentals
\$39,400	

for a net cost to the Town of \$37,100, less than a nickel of the tax rate.

Thanks To:

- Children's Center at Nabnasset bus drivers Ben Parker and Bob Herrmann for being special people
- Police officer Terry Kane for his help with the drug abuse forums
- Joyce Stockman for typing the AS/IS flyers
- Jr. Women's for help with the Blood Drives
- Brownie Troop #348 for flowers and cheer
- The Highway Department for our new berm
- The Water Department for the use of their backhoe
- Bob Doherty for ongoing work on the playground
- John Reeves for mowing our lawns
- Lynn Stanton for the drawing of Roudenbush in this report

Who's Who

The Staff

Director: Marty Walsh

Principal Clerk, Jean Bratton

Maintenance: Larry McMeniman and John Biggar

Program Director: Jerri Buffo

AS/IS Coordinator: Patti Mason

Gymnastics Coordinator: Joy Hayes

Playgroup Head: Sondra Olson

Weekend Staff: Eric McIntosh

Registrar: Cheryl Gariepy

Children's Centers

Executive Director: Donna Cormier

On-Site Director at Nabnasset: Bev Palmer

The Roudenbush Committee

Maria Borison

Barbara Landino, Vice Chairman pro tem

Mary Jo Cassidy

Peg Martinson (to June, 1986)

Marcia Dana

Bert Russo (to June, 1986)

Ellen Harde, Chairman

Carol Shestok

Ann Hatton

Lee Thurston, Secretary

The Roudenbush Associates' Board of Directors

Tom Benaroch

Lorraine McElroy

Muriel Drake

Martha Souza, Secretary

Paula Eldridge, Vice President

Marlene Switzer

Ellen Harde

Jack Viera, President

Andrew Kusmin

Truda Wilson

Jean Lomet

Halley's Highlights 1986



John Fletcher Library

ANNUAL REPORT 1986

Classic: A book which people praise and don't read.

The J. V. Fletcher Library's HALLEY'S HIGHLIGHTS OF 1986 is dedicated to that "classic" peer of American letters and humor -- Samuel Langhorne Clemens (a.k.a. Mark Twain), whose quotations serve as lead-ins to this year's Annual Report. Clemens predicted throughout his life that, having been "ushered in" by Halley's Comet (Clemens was born in 1835), he would also be "ushered out" when the comet returned. This proved to be the case -- with Halley's Comet returning in 1910, the year of Twain's death. In this return year of Halley's Comet, we celebrate the wit of Mark Twain.

Figures often beguile me, particularly when I have the arranging of them myself; in which case the remark attributed to Disraeli would often apply with justice for force: "There are three kinds of lies: lies, damned lies and statistics."

Twain's cynicism aside, 1986 engendered its share of statistics with PATRON REGISTRATION reaching 7608 (or over half of Westford's residents), with an average of 315 people per day using the building. Since "go in" user-friendly in June 1985, INTER-LIBRARY LOANS have tripled with 736 items borrowed and loaned via electronic mail. This service and the new Friends' Rental Collection eased BOOK RESERVES which totaled 3288 -- almost one-half of last year's figure. In 1986, 101,533 MATERIALS were borrowed, 23,743 REFERENCE QUESTIONS were answered, and 354 MEETING ROOM RESERVATIONS were handled! (See the list of organizations using the library facilities below). The library offered ADULT AND CHILDREN'S PROGRAMS to over 2,000 Westford residents, while 2,592 residents availed themselves of the library's FREE MUSEUM PASSES. The library's newest collection -- VIDEOCASSETTES purchased via Westford Arts Council grants and Friends funding -- circulated over 200 movies per month, while the Friends' newest gift -- a portable compact disc player has circulated every week since its purchase!

Adam and Eve had many advantages, but the principal one was that they escaped teething.

The other thing they missed, Mark, was the CHILDREN'S PROGRAMMING at the J. V. Fletcher Library! In 1986, the important statistics were the "people statistics" produced via the ever-popular library programs offered to Westford youngsters and adults by Trustees' and Friends' funding! ARTIST-OF-THE-MONTH continued as a popular new gallery service, featuring the arts and crafts of area artists. SWEET ADELINES and BAY STATE BLUEGRASS returned to croon tunes to Adults during the summer (with over 400 adults in attendance) -- while younger users enjoyed on a global scale the IT'S A SMALL WORLD summer program. This always popular line-up included such features as Magic Acts, the Boston Peanut Butter

and Jelly Theater, Mime, Sing-a-Longs, the World of Snakes, Judith Black -- Storyteller, and the Uncle Remus Stories brought to life by the Gerwick Puppets. Crafts, Tiny Tot movies, Fun Flicks, Sleepy-time Story Hours and the BOOKS CAN TAKE YOU ANYWHERE READING CLUB filled out this eventful summer. For adults, the Friends of the Library offered a theatre trip to see "The Quilters" at the Publick Theatre in Allston, a book brought to life via dramatic interpretation. The library went "Downeast" in the Fall with a packed house enjoying the dry wit and downhome humor of Fred Dodge, brother of Marshall Dodge of "Bert and I" fame. The Appalachian Dulcimer Ensemble dispelled winter blues with its annual Solstice program, while the Starbird Puppet Theatre regaled youngsters with a holiday showing of PETER PAN. New programs offered this year included the "18-Month-Old Story Hour," a Reading Readiness Series offered by Ms. Freddie Zona, Reading Specialist (complete with daycare provided by the Friends) and a continuation of the "Terrific Twos Story Hour" -- which just shows that you can begin reading before you start teething!

Wrinkles should merely indicate where the smiles have been.

And the smiles are possible because PEOPLE still make it happen! We'd like to take this opportunity to smile on our friends and say thank you to the following individuals and organizations for their supportive energies and services:

- THE JUNIOR GARDEN CLUB (for our first Vegetable Garden, the beans were tasty)
- THE WESTFORD GARDEN CLUB (for on-going beautification and decoration)
- THE JUNIOR WOMEN'S CLUB (for co-sponsorship of the New England Aquarium Pass)
- THE WESTFORD ARTS COUNCIL (for seeding the Compact Disc collection)
- CENTURY 21 REAL ESTATE and DRS. KUSMIN & MIGLIORINI, D.M.D.'s (for their participation in EBSCO's sponsorship of library magazines program)
- NARRATORS Norma Treat, Rev. George Downey/TECHNICIANS James Lacey and Mary Greven plus all the local aid given to produce the slide/tape show "J. V. Fletcher Library...still making history."
- SPECIAL FRIEND OF THE LIBRARY Alex Belida, honored this year for his on-going invaluable contribution to this Town service and specifically this year, his interim custodianship at the library

VOLUNTEERS OF THE J. V. FLETCHER LIBRARY: GERTRUDE HOUGHTON, KAREN
WELZ, BARBARA SEAVEY, and CLAIRE GILLEN
(volunteering 29 hours per week!)
ATTORNEY KEVIN F. FINNEGAN for legal assistance.

ALL OUR TOWN MEETING SUPPORTERS

The holy passion of Friendship is of so sweet and steady and loyal and enduring a nature that it will last through a whole lifetime, if not asked to lend money.

Not true of our Friends, Mark, who in 1986 funded the following services and programs, and who turned out in force to support Article 37 -- the Bond Issue vote supporting Library Expansion. The Friends continued their four annual booksales, repeated the successful LOVE-YOUR-LIBRARY MONTH (offering a special trip to the Planetarium in honor of guess-which-comet) and through membership dues and booksale proceeds expressed their support with the following purchases:

BOSTON CHILDREN'S MUSEUM PASS
NEW ENGLAND AQUARIUM PASS (co-sponsored with the Jr. Women's Club)
FRIENDS' RENTAL COLLECTION OF BESTSELLERS
JUNIOR PUZZLE COLLECTION
ALA OPENERS and HORNBOOK'S WHY CHILDREN'S BOOKS?
PASSES TO HARVARD'S MUSEUMS OF NATURAL HISTORY
BROWSING ROOM BOOKCASE
JUNIOR CLASSICAL MUSIC CASSETTE COLLECTION

And, of course, the 280 members of the Friends funded fliers and brochures, planned phone trees, and celebrated the 90th Birthday of the present Library building with a Victorian Birthday party. Most importantly, the Friends helped pass Library Bond Issue Article 37 by a 217 to 57 margin! And, the land purchase article for acreage to the rear of the Library passed unanimously. OUR THANKS TO A GREAT GROUP OF FRIENDS!

The Library remembers other past Friends, also and encourages commemorative contributions to the J. V. FLETCHER LIBRARY MEMORIAL BOOK ACCOUNT and the BOOK TRUST FUND. This year, the Trustees of the Library fondly remember Ms. Ella La Montagne whose bequest to the Library made possible the creation of a Continuing Education Fund. Additionally, we thank those loved ones who chose to turn a private gesture into a public good by sharing with the greater Westford community. All commemorative volumes are plated in memory of the loved one, according to the instructions of the donor.

The stars ain't so close together as they look to be.

But at the Fletcher Library, individual glimmers can brighten the entire night sky. Our thanks to the following organizations who availed themselves of our meeting rooms (primarily during the evenings) of 1986:

Assoc. of Traditional Hooking Artists
Campfire Girls
Chamber of Commerce
Elderly Tax Consultant
Esperanza
Folk Music Gathering
Friends of the J. V. Fletcher Library, Inc.
Gateway Condominium Associates
Girl Scouts of America
Groton Center for the Arts
League of Women Voters
Merrimack Inter-Library Cooperative
Merrimack Valley Library Consortium
Nashoba Communications
Nashoba Farm Trust Association
Nashoba Valley Amateur Photo Club
Nashoba Valley Mineral Club
Norman E. Day PTO
Overeaters Anonymous
Personnel Board
School Dept. Health Task Commission
School Dept. Special Educ. Class
Trustees of the J. V. Fletcher Library
Westford Arts Council
Westford Committee to Halt the Arms Race
Westford Singles

Behold the fool saith, "Put not all thine eggs in the one basket" -- which is but a manner of saying, "Scatter your money and your attention"; but the wise man saith, "Put all your eggs in the one basket and -- *watch that basket.*"

And of course, this year the "basket" was successful passage of Bond Issue Article 37 -- the culmination of three years' hard work and six years' planning. Continuing in the strong tradition of library service which enabled Westford citizens to enjoy library access fifty years prior to the initiation of tax-supported libraries in Massachusetts, Westford citizens again displayed far-sighted generosity and public-spiritedness via their vote in support of expanded library service and space. This vote is indeed a vote for the future -- as the

library ushers in its third century of library tradition to the voters of Westford, and offers to future voters the generous results of this year's Town Meeting. Our thanks for your continued support.

October. This is one of the peculiarly dangerous months to speculate in stocks in. The other are July, January, September, April, November, May, March, June, December, August, and February.

J. V. FLETCHER LIBRARY
CAPITAL EXPENDITURES, FY1986

<u>CAPITAL OUTLAY ACCOUNTS:</u> ITEM	ALLOCATED	EXPENDED
Automation Phase I	25000.00	23631.51
TOTAL UNEXPENDED	1368.49	
Automation Phase II	47378.00	43386.48
TOTAL UNEXPENDED	3991.52	
Automation Phase III	22785.00	13710.20
TOTAL UNEXPENDED	9074.80	
Expansion Design Drawings	169000.00	150110.00
ACCOUNT STILL OPEN		
TOTAL OPERATING/CAPITAL BEING RETURNED TO WESTFORD GENERAL FUND:	14,434.81	

J. V. FLETCHER LIBRARY
FISCAL EXPENDITURES, FY1986

<u>SALARIES & WAGES:</u>		
ITEM	ALLOCATED	EXPENDED
Director	25500.00	25500.00
Asst. Director	22097.00	22097.00
Other	138144.00	137725.97
TOTAL	185741.00	185322.97
TOTAL UNEXPENDED	418.03	

OPERATING EXPENSES:

ITEM	ALLOCATED	EXPENDED
Books	28000.00	27269.53
Standing Orders	7582.00	9500.36
Periodicals	3500.00	3468.87
Professional Journals	365.00	327.72
Micro-products	1200.00	521.86
Professional Memberships	100.00	80.00
Training/Conferences	100.00	105.00
Records/Cassettes	1500.00	1259.72
Binding	250.00	50.00
Insurance-Bonding	420.00	114.00
Equipment-Purchase	525.00	1000.34
Bookmobile-Gas/Main./Insur.	1630.00	1500.80
Newspaper Ads/Publicity	500.00	747.46
Personal Auto	275.00	465.93
Postage	1800.00	2317.18
Library Supplies	1500.00	2831.85
Office Supplies	1050.00	2057.72
Equipment Repair	550.00	1673.69*
Building Repair	1500.00	657.33
Janitorial Supplies	900.00	2461.89
Electricity	4020.00	4254.50
Oil	2925.00	2148.85
Water	100.00	58.70
Telephone	2200.00	2872.32
Telecommunications	2040.00	2040.00
MVLC Maintenance	11300.00	7713.00**
TOTAL	75832.00	77498.62
(DOG FUNDS OFFSET	1666.62)	
TOTAL PLUS OFFSET	77498.62	
TOTAL UNEXPENDED	5.00	

*Represent costs incurred repairing electrical damage due to lightning strike.

**Represents costs incurred for one-half year maintenance of public access computers.

**Truth is stranger than Fiction, but it is because Fiction is
obliged to stick to possibilities; Truth isn't.**

J. V. FLETCHER LIBRARY BOARD OF TRUSTEES
ANNUAL REPORT 1986

Public libraries expand their facilities about as often as Halley's Comet streaks across the New England sky! And so, the arrival of both spectacles in 1986 was cause for celestial and civic celebration in Westford.

Annual Town Meeting approved by a four to one margin the necessary funds to finance a twenty year bond for the construction of two new wings and renovation of the library's core facility. Town Meeting also approved the purchase of approximately one building acre of land to the rear of the library site from Mr. Roy Smith for \$75,000.00. This land acquisition was integral to the library expansion plan in providing sufficient space for an enlarged septic field and increased parking for all center facilities rimming the Common.

The cause for library celebration continues into the first months of 1987 with the awarding of a construction contract to successful bidders whose quotes were within our budget projections. In consideration of the aggressive building climate in our region, the Trustees decided to delay bid advertisements until mid-winter (thus attracting more competition and interest); this decision proved fortuitous and successful -- all of us on the Board are excited to be coming in on-budget.

Additionally, we expect to see our municipal bonds floated at a rate of 4 1/2 - 5% This low rate is possible due to a bit of good fortune in coordinating the sale of Westford's municipal bonds with the dwindling availability of other tax-exempt investment vehicles.

All these figures add up to getting the very most for our money. We are pleased to report that Westford's investment in its public library has been accurately forecast and judiciously managed.

Respectfully Submitted,

Mary Ann Finnegan, Chairman
Nancy Russo
Dorothy Swanson

Richard Kenyon
Richard Joy
James Healy, Jr.

**Training is everything. The peach was once a bitter almond;
cauliflower is nothing but cabbage with a college education.**

Just so, small gifts mature into legacies of largess. The bequests and endowments left to the Trustees for administration on behalf of the town were used this year as follows:

**J. V. FLETCHER LIBRARY BOARD OF TRUSTEES
TRUST FUND EXPENDITURES, CY1986**

EXPENDITURES FROM INTEREST RECEIPTS	
ITEM BY CATEGORY	EXPENDED
1. Programming, Adults & Children	\$3309.34
2. Books and Library Materials	1334.19
3. Museum Passes	590.00
4. Insurance, Fine Arts Collection	532.00
5. Safe Deposit Box Annual Rental	95.00
6. Staff Continuing Education	282.68
7. Equipment	250.00
8. Public Relations	1446.85
9. Building Program/Consultants	1848.45
TOTAL EXPENDED:	\$9688.51

And finally...

The reports of my death are greatly exaggerated.

THE END!

THE WESTFORD ARTS COUNCIL

Post Office Box 367
Westford, Massachusetts 01886

The Westford Arts Council is responsible for inviting, reviewing and approving grant applications from area artists and arts-related organizations. Funds available for grants are allocated to WAC by the Massachusetts Arts Lottery Commission. The Commission receives its funds from the state's Megabucks lottery.

In 1986 WAC received allocations of \$5911 and made distributions of \$5126, including \$296 (5% of annual allocation) to WAC for administrative costs. The Council has no paid staff.

The Council reviewed 21 grant applications for arts activities and approved 12 for funding. These included:

The Roudenbush Center	for	the Artists Directory
Fletcher Library	for	compact discs
Indian Hill Arts Assoc.	for	concert series
Westford Writers Guild	for	general funding
Cameron-Frost/Nab. PTO	for	opera in the schools
Westford Chorus	for	general funding
Sweet Adelines	for	international competition
Groton Center for Arts	for	film festival

The Council has established a scholarship program at Westford Academy and has organized a poster contest in conjunction with the Town's Strawberry Festival.

Council members are:

Margaret Nappe Morgan, Chairman
Kenneth G. Dwyer II
Robert D. Nicoson
Kathleen DeGrappo
Diane Hanna Earl
Ann Bennett

Respectfully submitted,

Bob Nicoson, Secretary-Treasurer

RECREATION COMMISSION

More than 1200 citizens participated in Recreation Commission sponsored programs in 1986. Youth and adults alike are served throughout the year with various activities.

This year saw the destruction of the building on the town beach at Edwards Beach. The building was destroyed by fire midway through the season. The Commission is in the process of planning a new structure, the funding of which was approved at Special Town Meeting in the Fall.

Increased usage of gyms by the schools has necessitated shorter hours for some of our activities, especially adult and youth basketball. This sport is very popular during the long winter months and it appears that the need for more gym space will continue to grow over the coming years.

The Recreation Commission, which meets every second and fourth Monday of the month in the Town Hall welcomes suggestions and comments regarding the Town's recreation programs.

YOUTH RECREATION PROGRAMS

Baseball - The 1986 season was very successful and involved almost 500 girls and boys ages six to eighteen. Over 70 volunteers unselfishly gave their time to manage and coach the nearly 40 teams so that the children could participate and enjoy a summer of baseball.

There was a change in the format of the Senior League during 1986 in order to strength the league competitively and because of the lower number of participants over the past two years, the league, under Bob DeFillippi, joined the Nashoba Babe Ruth League. Westford entered 4 teams in the league - two in the 13-year old division and two 14/15-year old teams. Competing towns included Ayer, Harvard, Groton, and Littleton.

For the second year Westford entered a team in the Northeast league enabling 16 - 18 year olds to play organized baseball against teams such as Wakefield, Stoneham, Dracut, Medford, Winchester and others. Bob Hutchinson organized and coached the team.

As in the past, WYBL ran an umpire school to train officials for league games. The school was run by Bill Arrington. Special thanks to the members of the Youth Baseball Board including Larry Cormier, President; Bob DeFillipi, Dennis Peloquin, Judy Ramirez, Paul Hilcoff, Cindy Micavich, Bill Chambers, Joe Hudak, Norm Harkins, and Jack Maguire.

Football - Westford's Pop Warner Football team completed its fourteenth season in the Wachusett Pop Warner League. Thirty-three boys and twenty-five girls between the ages of 11 and 14 participated in this program.

The Lions finished the regular season with 7-0-1 and were American Conference Champions. This was one of the finest years in the history of the Westford Pop Warner program. The season ended with the annual banquet where trophies and academic awards were given to the football players and cheerleaders. The Lions wish to thank all the volunteers and the Westford Recreation Commission for all their support.

Director; Russ Carlson

Basketball- During the 1986 season, approximately 250 boys and girls played in the leagues. In the Senior groups (ages 12 - 14) there were 10 boys' and 4 girls' teams; while in the Junior groups (9 - 11) there were 12 boys' and 5 girls' teams.

The season ran from December until March with each team playing 12 regular season games and practicing once per week. There was also a playoff structure and an All Star Game and Bake Sale. At the end of the season, there were sports suppers for each group at the VFW in Forge Village.

The League would like to thank the numerous coach and referee volunteers, and especially Peter Sloan for once again scheduling the referees for the League. A special thanks also to the VFW for allowing us to use its hall for our suppers.

Director: Don Porteous

Summer Parks Program - This program operated three playgrounds for the 1986 season. Total registration for the program was over 200. The decision to consolidate the program this year to 3 parks instead of five parks as in the past proved to be appropriate for the number of children served as well as more effective use of available facilities. Special events included "All Pros Championships Day" with children participating in "competitions" ranging from a stuffed animal pet show to football pass, put, kick competition to a kickball game.

Director: Frank Calore

Summer Track - The summer track program was again very successful. Almost 100 children registered and average attendance was about 50 per evening. The program consisted of a combination of instruction and competition.

Director: Frank Calore

Beaches - Again this year from late June through Labor Day, the beaches at Forge Pond and Edwards operated seven days per week from 10:00 A.M. to 6:00 P.M. with qualified life guard protection.

The swim program, which ran from late June to early August had 385 youngsters enrolled in successful Red Cross swim classes conducted in three separate two-week sessions. Red Cross instructors taught pre-beginners, beginners, intermediates, swimmers and basic life saving.

The required life guard protection included two guards were on duty at both locations. Life guards were certified in advanced life saving, CPR, and first aid.

In late July, an early morning fire destroyed the bath house at Edwards Beach. The beach was closed for several days until an emergency phone and portable restrooms were installed. Several days before the bathhouse fire, routine Board of Health water tests revealed an apparently abnormally high coliform count. Again, the beach was closed for three days while water re-testing was undertaken. Repeat tests during the balance of the summer reported bacteria counts within normal limits. Construction of a new bathhouse is planned for the 1987 season.

DIRECTOR: Frank Calore

ADULT RECREATION

All adult recreation programs are completely self-supported with all costs borne by the participants except for the facilities provided by the School Department and the Recreation Commission.

Men's Softball involved more than 240 players on twelve teams in two divisions. All games are played at the Forge Village Softball Field. The six team Modified Pitch Division played three evenings and Sunday afternoons. Participating teams were American Legion Post 159, H.E.W.'s, Controlonics, Tau-Tron, Fletcher Club, and VFW. Regular season champions were the Fletcher Club team and playoff champions were the VFW players. Tom Hudson has served as president this year along with Mike Pellegrino who acted as Vice President and General Manager.

The Slow Pitch over-30 division was comprised of six teams as well. Teams included Franco Club, Parents, Fletcher, Westford Anodizing and Move-o-Mat and Drew Farm. The World champions for this division were the Drew Farm team. Bob Cournoyer was league president and Pete Marchetti was treasurer.

Women's Volleyball was played on Tuesday nights at 9:00 p.m. at the Abbot gym. This is a non-structured group and is composed of women of varying interests and abilities. Although attendance is not required, a sizable group plays each week. The program is open to all women who live or work in Westford. There is no age requirement.

Director: Marilyn Gloyd

Men's Volleyball has been held on Friday nights at 9:00 p.m. The program runs from October through April and is a popular mean of exercise on a weekly basis for men of all ages. Abbot Middle gym has been the weekly location for men's volleyball.

Director: "Spike" Walsh

Men's Over 30 Basketball - The over 30 basketball began in January and ran through the end of March. There were six teams in the league made up of men who either live or work in the town. The games were Monday and Thursday nights at 8:00 p.m. and 9:10 p.m. at the Abbot Middle School. The league champion was Bob's Auto with Westford Style the runner-up. Once again, the League would like to thank the Recreation Commission and the School Department for their help.

Men's Recreation Basketball - The Abbot Middle School gym was once again the site for the popular men's open basketball play. The gym and shower facilities were available for Westford men out of high school on Wednesday nights from 8:00 p.m. to 10:30 p.m. from October through April. The format consists of pick up games with teams rotating play when the number of players became too great. There was no registration fee.

Women's Softball enjoyed another successful season while playing on Tuesday and Wednesdays at the Academy field. In addition, the women also played some games under the lights at Forge Village field.

Director: Chris Woznac

ACKNOWLEDGMENTS

The Westford Recreation Commission recognizes the fact that there are numerous volunteers involved with our programs, without whom there would be no organized recreation in Westford. A special thanks to everyone who has given unselfishly of their time and energy in their various capacities as managers, coaches, boosters, administrators and officials. Your involvement has made an invaluable impact on local sports in general and specifically on the youth of Westford. As always, your boundless energy, enthusiasm and expertise have made the various recreational programs a huge success!

An additional thank you to the following organizations whose guidance and support have contributed to the recreational activities:

- Westford School Department
- Nashoba Valley Technical High School
- Westford Highway Department, John Reeves
- V.F.W. Post #6539
- Roudenbush Community Center

Respectfully submitted,
Westford Recreation Commission,

Don Porteous, Chairman
Judith Ramirez
John Micavich
Larry Cormier
Bill Barnett

DEPARTMENT OF CIVIL DEFENSE

The Office of Civil Defense has obtained 15 radiological detection devices for use in the Town of Westford to assess radiation levels in the event of nuclear incidents. These units were obtained at no cost to the Town from the Federal government. Members of the Fire and Police departments will receive training in the proper use of these units.

A new Comprehensive Emergency Management Program, relating to Westford has been submitted to the Massachusetts Civil Defense Agency for approval. The plan should be accepted and ready for implementation by May 1987. The office of Civil Defense has participated in 11 checkerboard test alerts during 1986.

Respectfully submitted,

Francis J. Mulligan
Director, Civil Defense

WESTFORD MUSEUM

The Westford Museum opened for the Apple Blossom Festival on May 17th and remained open each Sunday from 1-4 until the official seasonal closing on November 9, 1986.

On June 9th and 10th, all third graders in town were treated to a Living History exhibit at the Museum and a bus tour highlighting some of Westford's historic sites. This program continues to be possible due to the generosity of local artisans who donate their time to demonstrate colonial crafts and the Junior Women's Club who plan and host the bus tour.

An exhibit of miniatures by Small Impressions of Concord delighted all those who visited the Museum in conjunction with the Strawberry Festival. During the summer, visitors were treated to an exhibit featuring a varied assortment of baskets including a huge Shaker style cheese basket.

The most exciting news of the year was the completion of the permanent exhibit on the first floor. Special cases were constructed to house artifacts and enhance the exhibits. The exhibit includes a class room, a turn of the century general store, Indian Artifacts, Colonel John Robinson memorabilia, Industry in Westford, and more. It is our hope that visitors will find this exhibit interesting as well as educational.

November 9th marked the closing of the Museum for the year and the retirement of Beth Shaw as curator. An open house and reception was held to honor Beth for her many years of dedication to the Museum.

The Museum, lighted and decorated, opened its doors for Christmas with an enjoyable program planned for the community with the help of the National Honor Society of Westford Academy and performances by various groups from the Music Department.

In addition to these special programs, tours were arranged for nursery school children, scouts, and organizations throughout the year.

Since the 1985 Annual Report, the Maintenance Committee has completed the following projects:

- Constructed eight display platforms
- Mounted pupil seats for classroom display
- Built replica of "Country Store" interior
- Erected a new sign
- Had a willow tree removed from the front lawn
- Purchased and installed a new hot water tank
- Constructed a gazebo to house old Roudenbush Bell
- Maintained grounds

The Collections Committee has been kept busy accessioning all acquisitions. Because of the changes made in establishing the permanent exhibit, many artifacts need changes in location recorded. This has placed a burden on the volunteer staff and resulted in a recommendation that a part-time clerk may be needed in the near future.

This has been a very productive year, but there is much left to do. The gazebo will be completed as soon as possible. A memorial flower garden to surround the gazebo is planned for dedication in the spring. The building exterior is in need of painting and the shutters need to be repaired or replaced.

Meetings for Friends of the Westford Museum are held on the first Monday of each month at 9:00 a.m. The public is welcome to attend.

Respectfully submitted,

Madonna McKenzie, President
Nancy M. Rothera, Vice President
Lewis English, Treasurer
Dotty Nielsen, Recording Secretary
Shirley Thrope, Correspondence Secretary
Connie English, Curator
Alex Belida
Lloyd Blanchard
John Crisafulli
Eva DeForge
Rebecca Doherty
Barbara Hass
Sharon Hellstedt
Jane Hinckley
Gordon Seavey
Norma Treat

Westford Housing Authority

The Westford Housing Authority in 1986 completed another busy year of planning the development of the Sargent School property. In June, 1986, the Authority went out for bid on the project and was very disappointed when the bids came in over budget. In order to make the development more feasible, design changes were made to increase the funding level and we will go out for bid again in February, 1987. If all goes well, we expect to break ground in June, 1987.

The Authority received fifty thousand dollars in Modernization Funds for the repair of forty-eight balconies at the present Elderly Housing Complex at 65 Tadmuck Road. Additional modernization projects are planned for the coming year and a new Preventive Maintenance policy has been put in place.

Many changes took place within the structure of the Westford Housing Authority this past year. Mrs. Edith Lowney retired as Executive Director after fourteen years of outstanding service to the elderly residents and the Town of Westford.

Felix R. Perrault, former State Representative of the Second Middlesex District passed away in September, 1986. He was the Governor's Appointee to the Westford Housing Authority for six years. Representative Perrault's expertise, devotion and overall contribution to the Westford Housing Authority will be very hard to replace. He will be sorely missed.

In August, 1986, Mrs. Elizabeth Vallerand was hired as the new Executive Director. She comes on board during a time when the Westford Housing Authority is expanding and many changes in public housing are taking place.

The day is coming when we will no longer be considered a "small" Authority. With the completion of the Sargent School development, Westford will have seventy-nine units of public housing.

The entire Board is looking forward to working with Mrs. Vallerand and welcomes her to the Town of Westford. Her new office hours are 9:00 a.m. - 1 p.m. Monday through Friday.

The residents' organization continues to function very actively under the presidency of Mrs. Doris Saunders. They are very appreciative of the many groups and individuals who provided food and entertainment on various occasions throughout the year.

A special thanks to the Westford Garden Club for the wildflower plantings and the establishment of the John Gagnon Wildflower Sanctuary. The Garden Club has worked with many of the tenants and a great interest in gardening has developed. Tenants have planted four hundred bulbs throughout the grounds and are anxiously waiting for the arrival of spring to see the fruits of their labor.

In closing, the Board would like to express its concern for the lack of affordable housing in this community. There are various programs that address this need but implementation of these require the coordination and cooperation of local officials, businessman, contractors and banking institutions. Unless something is done, very soon our young middle income families will find it impossible to buy homes and live in Westford.

Mary E. Smith, Chairman
Richard McNeil, Vice chairman
William MacMillan
William S. McKenna

Elizabeth Vallerand, Executive Director

TOWN AIDE REPORT FY 1985-1986

The Town Aide acts as a liaison and an agent assisting and coordinating the delivery of social services to the elderly and the low income residents of the Town of Westford, as well as provides information and referral assistance and administers all programs and services of Community Teamwork, Inc. and the Elder Services of the Merrimack Valley Home Care Corporation. Community Teamwork, Inc. is the local Anti-poverty Agency for Westford and the Elder Services Home Care Corp has been designated as the Area Agency on Aging for the Merrimack Valley which is known as Region VIII on the State level and Westford is one of the 23 cities and towns encompassed.

Headstart is a federally funded pre-school child development program for three to five year olds. Applications are available through this office. Direct services are given to the child and to his or her whole family and parent involvement is one of the most important concepts of the program. Class size is limited to 20 children who attend Headstart classes four hours per day, four days per week with a weekly field trip on the fifth day. Children receive a light breakfast and usually a hot lunch. Children with handicaps or learning disabilities are accepted, and given all special services available to bring them up in skills.

We have three programs under ACTION which is a federal agency formed by combining several existing federal volunteer programs. It was established in July of 1971 and is composed of the following programs: Foster Grandparents, Retired Senior Volunteers, Peace Corps, Vista, Service Corps of Retired Executives, Active Corps of Executives and University Year for Action. In Westford, the Town Aide has implemented three of these programs namely--Foster Grandparents Program, the Senior Companion Program and the Retired Senior Volunteer Program.

Foster Grandparents Program has ten seniors who are stationed in Cameron, Frost, New Nabnasset and Robinson Schools where they have given 7,216 hours serving the needs of kindergarten youngsters. Volunteers serve 20 hours a week following 40 hours orientation and inservice training. A small stipend is provided to cover any out-of-pocket costs involved for the Seniors.

The Senior Companion program provides friendly visitors for the isolates in town. Each Senior Companion visits the same people each week at the same time every day. (Our Senior Aides have a broader field in that they visit all the elderly just to see if they have any unmet needs). Our Senior Companions at the moment are four in number and this past year have logged 2,872 hours with shut-ins. For this program, they put in 20 hours a week and receive a small stipend. They have enhanced the lives of 18 people and made them a little less lonely.

The Retired Senior Volunteer Program offers people over 60 years of age new and varied opportunities for part-time volunteer service to the community. Authorized in 1969, operational in 1971, the program was first administered by the Administration on Aging in the Department of Health, Education and Welfare. Qualifications are that a person be 60 or over, in good health. There are no income or educational requirements needed to participate in this program. Areas of work are schools, parks, museums, hospitals, libraries, nursing home, etc. Any place where human help is needed to make for better operations. These volunteers do not receive any stipend but are reimbursed mileage as we feel they should not be out of pocket especially since they do live on a fixed income. At the moment, we have 14 volunteers in Westford.

Neighborhood Youth Corps was originally funded by the Department of Labor in the summer of 1965 for economically disadvantaged youngsters in a work-training program in many public and private non-profit agencies. Youngsters work from 10 to 30 hours a week for the minimal federal wage as clerks, typists, bookkeepers, receptionists, library aides, teacher aides, maintenance aides, painting aides, health aides, environmental aides, and a variety of other career oriented placements. Neighborhood Youth Corps has been cited by the U. S. Congress, as well as the Department of Labor, as being one of the finest in the country due to its innovative programs, service to the community, and its economic proficiency. The impact of the community because of Neighborhood Youth Corps, though difficult to measure, is a positive force in utilizing youth's unbridled energy in understandable and dignified work experience. It can be stated unequivocally that it has a definite meaning in terms of effect on family income, economic impact on local businesses not to mention the pride of accomplishment, increase of confidence and positive attitudinal changes in behavior. Westford had 33 youngsters enrolled in the Summer Program. We also have a very limited number of youngsters who work during the winter with the After-School Program as well as an Out-Of-School Program where they are obligated to attend classes to get their high school diploma. This year the CETA office at 10 Kearny Square operated this program instead of Community Teamwork, Inc. and that office has a representative every third Thursday at the Town Hall to interview applicants.

The Vocational Advancement Through Skills Training (V.A.S.T.) program was designed to prepare individuals lacking in skills for careers in a number of fields through a comprehensive system of supportive services and classroom instruction. A total of 62 slots is maintained, divided among the following training areas: Machine Shop, Food Service Electronics, Clerical, Word Processing Instruction, and Welding. In addition to skills training, V.A.S.T. provides supportive services which include Job Related Education, transportation, job development, career counseling and follow-up assistance. As slots become available, participants are referred by the Central Intake Unit at CETA for further assessment, a process which always includes an

interview and as needed additional testing for entry into particular shops. It is also mandatory that an enrollee attend G.E.D. classes if he or she does not have a high school diploma. A stipend of ten dollars a day is paid to the enrollee with an incentive bonus of ten dollars if he or she has perfect attendance and never tardy. Placement and follow-up services continue for 90 days after termination from the program. Anyone who obtains a job and then loses it or leaves within that period can contact the Skill Center for job search assistance. Westford only had nine people go through the Skill Center last year but with Nashoba Technical High School available, this town doesn't have that large a market for this kind of training.

Community Teamwork, Inc. offers three programs for families which are the Protective Service Family Day Care and this provides play care for protective service clients in that it stimulates educational, emotional, social and physical growth of the child from infant to six years. Program capacity is limited to 20 and hours vary between 6 A.M. and 5:30 P.M. (2.) Emergency Shelter provides temporary (30 days Maximum) foster care for children unable to remain with parents. CTI worker must determine the situation to be of an emergency nature and there is no fee charged. (3.) Children in Need of Services (CHINS) Emergency Shelter provides temporary (30), 24 hour foster care for teenagers who have been processed through the courts and determined to be in need of service. Teenager must have been referred by the Social Worker from the Department of Welfare.

W.I.C. program is a special supplementary feeding program which provides nutritious foods and nutritional education for pregnant and/or breast feeding women, infants and children under the age of five years. As in most of our programs, there is subjection to income criteria, nutrition criteria and of geographical criteria. We are serving 10 families this year.

Section 8 Housing Assistance is an assistance payments program to reduce the rent of eligible tenants to 25% of their income. Balance paid on behalf of tenants by Community Teamwork, Inc.

Agency Advocacy program co-ordinates efforts in the areas of welfare, energy, food stamps, consumer complaints, and alcoholism. A full time staff person is also working as a mediator for protection of the consumer in all these areas.

Program under the Elder Services of the Merrimack Valley, Inc. are five in number and available to anyone 60 years and over. The Supportive Homemaker program is administered by the Family Services of Greater Lowell and is based on the Supportive Homemaker model of Home Health Services of Northern Essex, this program will offer para-professional support for elders who are experiencing emotional problems significant enough to alter their ability to function independently. Homemakers receive specialized training and both

individual and peer supervision. Homemaker hours must be authorized by ESMV case managers after the Town Aide has made the initial interview and referral. The program expands the capabilities of the mental health system by the utilization of the para-professional. Also under the family services is the Protective Service Program and since 1978, the Protective Service Program has been providing help to the isolated, frail elders who are resistant to help and have been considered by others to be in a situation that may be physically or psychologically dangerous. Each agency employs a Master's level social worker on a part-time basis. Unfortunately, due to budget cut-backs, from time to time, we do have waiting lists to contend with and this is a very difficult situation to have to tell this to an elderly person who is in need.

Merrimack Valley Legal Service Program has been operational since 1978 to serve elders with legal problems. Priorities for service include: health care, housing utilities/energy, property, consumer/financial, transportation and government benefits. Three attorneys and senior aide paralegals compose the staff. The attorneys are housed in Lowell, but arrange meetings with clients at community or in home sites. Town Aide does the intake and referral for this program.

From the U.S. Department of Agriculture, Westford received 7,920 pounds of cheese and 3,888 pounds of butter for distribution to qualifying households four times a year. The same criteria for the fuel program is used in administering this program.

The Energy Assistance Program is now in its eighth year and has been very beneficial to 250 families. Of that number, 144 were elders. This program evolved out of a bargain struck by legislators when they agreed to decontrol oil. Legislators realized that, following decontrol, the cost of home-heating fuels would climb far beyond the financial reach of most low-income and elderly citizens. To ease the staggering burden of fuel costs the Federal Fuel Assistance Program was established and Congress passed the Windfall Profits Tax to tax the oil companies' excess profits. Every time one hundred dollars is spent for home-heating oil, about three dollars goes back to the government for the support of the Fuel Assistance Program. Both State and Federal regulations determines policy for this program. This past year we were able to have some burners serviced and four replaced.

Guardianship/Conservatorship Program is a private non-profit corporation whose sole purpose is to serve as a conservator or guardian of older persons who are unable to handle their personal or financial affairs due to mental or physical disability. GSI will seek the most unrestricted plan to meet the needs of clients. Once the court has ruled the resolution, a GSI case worker will carry out the necessary day-to-day activities. Network agencies may utilize GSI for phone consultations and training sessions are available.

In all previously named programs that are administered through the Town Aide office, the least being just plain Information and Referral to anyone who telephones or walks in. Many people just "walk in" and if it's possible, they are able to fill out applications then. Otherwise, an appointment is made due to the fact that it can be very time-consuming to gather and verify all the necessary documents that some of the programs require. It is also a very frustrating time for applicants who have a multitude of other worries and are usually a little unsettled in their time of need.

Another facet of the office is the supervision of the Senior Companions and Senior Aides. Keeping abreast of all programs and activities, compiling information, set-up, layout, and typing of the Council Bulletin is also under the jurisdiction of the Town Aide Office.

There are many, many people in town that I would like to express my sincere thanks to for their generosity at Easter, Thanksgiving and Christmas to families who are having financial difficulties or illness at that time. The children of Frost and Cameron Schools for the new toys and gifts they donated to children less fortunate than themselves, also the students and faculty from Nashoba Valley Technical High School for the gifts they purchased for children and to the secretaries who wrapped them. Sixty-seven families received turkeys and food baskets from the St. Catherine's Church, Newcomers' Club, Junior Women's Club, United Methodist Church, First Parish United Church, Bishop Guertin High School, Kiwanis, Nabnasset Legion and the Frederick S. Healy Legion Post.

Respectfully submitted,

Helena M. Crocker
Town Aide

VETERANS' SERVICES FY 1985-1986

Veterans' Services according to the laws of the Commonwealth of Massachusetts is to the veterans and their dependents. Its basic concept creating fiscal assistance to veterans and their dependents had its roots in legislation established in 1861 according to Chapter 115 of the General Laws of the Commonwealth. The law has been recordified, strengthened and amended following each war in order to include each and every veteran. Therefore every veteran has a right to be served with dignity and courtesy whenever he finds himself in need. In the FY 1985-1986 we serviced twelve direct cases and the expenditures were as follows:

Ordinary Benefits	\$ 22,747.72	Federal Annual Awards:	
Medical Assistance	842.62	Annual:	\$1,738.00
Returned to town	6,409.66	Retro:	1,988.00
	<u>\$30,000.00</u>	Burials:	<u>150.00</u>
			\$3,876.00

As Veterans' Agent, I am currently a member of the Middlesex County Veterans' Services, Massachusetts Veterans' Service Association and Westford Human Services. Last year I represented Middlesex County both on the Massachusetts Veterans' Ethics Committee and the Veterans Commissioners Advisory Board. Filed for eight grave markers and replaced several flags at grave sites at the local cemeteries.

Respectfully submitted,

Helena M. Crocker
Veterans' Agent

Robert P. Tierney
Director of Veterans' Services

COUNCIL ON AGING REPORT 1985-1986

Westford Council on Aging shall continue to co-operate with the Commonwealth of Massachusetts Commission on Aging and shall be cognizant of all State and Federal legislation concerning funding, information exchange and program planning which exists for better community programming for the elderly.

With all the budget cuts on both the State and Federal level, we had a waiting list for homemaking services for the first time in 18 years due not to the higher costs involved but people are living longer and more and more people are in that age bracket of 65 years and up. In case of Westford seniors, we were able to manage this year by utilizing the Respite Care Program and the valuable hours donated by volunteers. The only problem is that we do not have nearly enough volunteers who can cover five full days and in the case of an isolate who needs daily care and supervision, this is necessary. You can't push a button and put a sick person on "hold". This year also found us with an enormous requests for Meals on Wheels and we simply do not have enough drivers to deliver them to the outlying sections of Westford which in some cases is eight miles from the meal site.

Well-Oldster clinics are conducted one day a week in all sections of the town by the Nashoba Associated Boards of Health and the Lowell Visiting Nurses Association. This year a Hearing Clinic was started and is held on the second Monday of each month. These clinics are all free of charge for anyone 60 or over.

Golden Age Club meets on the last Monday at the Franco American Hall on West Prescott Street, Forge Village at noon. Dorothy Lorentzen is the President of the club--all seniors are welcome.

The Nutrition Program (hot lunch) and Meals on Wheels are still under the capable management of Jeanne Mungovan and are held at the Elks Hall in Forge Village five days a week (Monday through Friday) at 11:45 a.m. Reservations are requested to insure ample food at least 48 hours in advance by calling 692-4480 between 10 a.m. and 12 noon. Transportation is available for a small fee by calling a day ahead to the Call-A-Bus at 448-2071.

We have four senior companions again this year. This program is administrated through Community Teamwork, Inc. which provides friendly visits to isolates every week and in some cases, every day. While the Senior Companion does not perform household chores, they can make a cup of tea, coffee, etc. or a sandwich for the person they are visiting. Some play checkers, cards or other games and also write letters or cards if the person so desires.

Elder Services of the Merrimack Valley Home Care, Corp. are doing a great job in trying to keep up with all the services offered to the elderly despite the budget cuts that seem to be getting larger every day. The senior aide program is still a very valuable program for us and we have an opening for an additional aide for anyone over 55 years old who meets the requirements. One of our Senior Aides is stationed with the Respite Care program, which operates under the expert guidance of Joan Connell, R.N., and she is Gladys Workman who is in her third year there. Respite Care is a joint effort between the Chelmsford Council on Aging and the Westford Council on Aging. Livea (Lil) DeMarino continues to amaze us with all the people she manages to see in the course of a day. These Senior Aides provide a vital link between the isolates and the services we have for them.

"Call-A-Bus" our door-to-door roadrunner still provides limited transportation to medical facilities, nutrition sites, shopping and friendly visiting trips. We remind everyone that ample time must be given to the dispatchers to allow for a smooth-running schedule. Medical trips to Boston can be arranged by call the Roadrunner. While it is not the best system in terms of waiting time for people who are ill, it is the best we can offer with limited funds.

In addition to the Call-A-Bus, we would like to remind all seniors that they are welcome to use the weekly free shopping bus every Friday morning to Chelmsford Purity Supreme. This is the nineteenth year that Mr. Leo Kahn has provided this free-of-charge bus for Westford.

Community Teamwork, Inc. has provided our local elementary schools with ten Foster Grandparents who assist Teachers in the lower grades with children who need that little extra personal attention to keep them up with the rest of the class. Foster Grandparents are seniors who are 60 years or older and for a stipend of \$44.00 for a 20-hour week--which does not effect social security, internal revenue, subsidized housing or any other benefits. Please call us if you are interested.

Retired Senior Volunteer Program has been active this past year and have logged 3600 hours of volunteer help with children and elders. Once again, we would like to thank the H. E. Fletcher Club members and their wives for the wonderful recognition dinners they have provided free of charge for the Foster Grandparents, Retired Senior Volunteers Senior Companions and for the lovely dinner for all of Westford Seniors. The members of the Frederick Healy Legion Post also hosted a Roast Beef Dinner complete with entertainment for the senior citizens, as well as beautiful door prizes.

Under expenditures the Council was able to sponsor twelve recreational trips to many interesting places of interest: \$3,840.00
Fourteen Clinics: Health and Nutritional Program: \$1200.00; General Program: \$85.72; Supplies and Postage: \$849.08. Total approp.: \$7,025.00.

We were saddened by the death of Senior Aide Jim Mello, Senior Respite Aide Ruth Hendrickson, and former Representative Felix Perrault. The Senior Center is still raising money to make the building accessible to all seniors in town. We were able to install a complete handicapped-equipped bathroom on the first floor and to renovate the semi-kitchen area with a stove-sink/refrigerator unit to enable us to make tea or coffee for our fund-raising whist parties. This year we opened every Wednesday and held several fund-raisers to be able to pay our own way. The Tadmuck Senior Center receives no money from the town so we will add programs as we can afford them. Many, many thanks to all the people who have helped us in any way to make the senior center a reality.

Respectfully submitted:

Helena M. Crocker, Chairman

Cecilia A. Healy

Mary E. Smith

Veronica M. Sullivan

Denis P. Watson

CEMETERY COMMISSION

NEW SECTION - Section E is now available. This new area has been designed for flat markers only, either of granite or bronze, that will be flush to the grass. From a distance, this section will appear as a manicured green lawn with appropriate landscaping.

Rights for burial may be purchased at a modest sum in either one, two or four grave sites with easily identified locations.

Unwise planning in the past prohibits Fairview from ever expanding. Our growing population means Westford is in need of a new cemetery. We need an ideal area which could be turned into a serene and attractive burial ground, this would require a number of years to properly develop and landscape.

Many families are now considering cremation for the final disposition of the remains of their loved ones. Fairview Cemetery has a special section beautified with flowers in the growing season, marked off with evergreens. Cost of interment is about one-third of ordinary burials, as a cement vault is not needed and lots are more compact. This garden spot is in a central part of Fairview. Cremation is an age-old custom and common among the ancient Greeks and Romans. It has gained in favor steadily in this country since the turn of the century. It is an eminently practical and thoroughly satisfactory means of burial.

Burial Statistics

<u>Calendar Year</u>	<u>Vaults</u>	<u>Cremations</u>
1986	38	5
1985	39	2
1984	39	1
1983	33	1
1982	32	2
1981	37	2

The Commissioners wish to remind townspeople that the community owns the cemetery land and what is commonly referred to as a "lot" is merely the right of burial in a selected spot. The Commissioners have certain rules, such as prohibiting all artificial flowers and objects from gravesites, so as to maintain the appearance and dignity of the grounds as a whole.

Commissioners: Michael L. Durand Brian L. Vaughn

Superintendent: Peter Geldart

REPORT OF THE BUILDING COMMISSIONER

PERMITS ISSUED.....	694
FEES COLLECTED IN 1986	\$102,627

Dwelling.....	181
Additions/renovations.....	188
Antenna.....	1
Sheds.....	30
Stoves/Chimneys.....	80
Use Permits.....	7
Vinyl Siding.....	20
Garages.....	62
Razing.....	8
Pools.....	21
Signs.....	80
Commercial Buildings.....	4
Foundations.....	12
Commercial Additions/Renovations.....	23
Spray Booth.....	1
Tents.....	2
Chair Lift.....	1
Place of Assembly.....	27

I wish to take this opportunity to thank the residents and Town Departments of Westford for the help and cooperation given me throughout the year.

Respectfully submitted,

Austin Fitzsimmons
Building Commissioner

REPORT OF THE ELECTRICAL INSPECTOR

Electrical Permits Issued	594
Fees Collected in 1986	\$21,995.00

We have had a very busy year with 181 new homes and all other types of additional electrical work. Due to the demand on this office we had to use the assistant wiring inspector much more frequently. This department is self-supporting as in the past. I want to express at this time my appreciation to all involved for another successful year.

Respectfully submitted,

Dennis P. Kane
Electrical Inspector

REPORT OF THE PLUMBING INSPECTOR

Plumbing Permits Issued	417
Fees Collected in 1986	\$16,120.00

I would like to take this opportunity to give my personal thanks to everyone who helped me in the past year, especially the employees of the Building Department.

Respectfully submitted,

Robert Matley
Plumbing Inspector

REPORT OF THE GAS INSPECTOR

Gas Permits Issued	376
Fees Collected in 1986	\$5,905.00

I would like to thank all connected with the Building Department and the Fire Chief for another successful year. I would also like to thank my assistant Robert Matley for his able assistance.

Respectfully submitted,

Chester Cook
Gas Inspector

TOWN CLERK'S REPORT ON DOG LICENSES

Licenses issued from January 1, through December 31, 1986

689 Males	@ \$ 3.00 each	\$ 2,067.00
55 Females	@ \$ 6.00 each	\$ 330.00
660 Spayed Females	@ \$ 3.00 each	\$ 1,980.00
2 Kennels	@ \$ 25.00 each	\$ 50.00
2 Kennels	@ \$ 10.00 each	\$ 20.00
2 Kennels	@ \$ 50.00 each	\$ 100.00

		\$ 4,547.00
Clerk's Fees (1,410 licenses)		\$ 1,057.50

Paid Town Treasurer (receipts on file)		\$ 3,489.50

The attention of owners and keepers of dogs is called to the following extracts from Chapter 140 of the General Laws, as amended and also the following Westford By-Laws:

LICENSE PERIOD - The time between April 1 and the following March 31 inclusive.

LICENSE AND TAGS - A person, who at the commencement of a license period is, or who during any license period becomes the OWNER or KEEPER of a dog three months old or over which is not duly licensed, and the OWNER or KEEPER of a dog when it becomes three months old during a license period, shall cause it to be registered, numbered, described and licensed until the end of such license period, and the OWNER or KEEPER of a dog so registered, numbered, described and licensed during any license period, in order to own or keep such dog after the beginning of the succeeding license period, shall, before the beginning thereof, cause it to be registered, numbered, described and licensed for such period. The registering, numbering, describing and licensing of a dog in any town shall be in the office of the Clerk thereof.

The license shall be in a form prescribed by the director, upon a blank, to be furnished by the county in which the town is located, and shall be subject to the condition expressed therein that the dog which is the subject of the license shall be controlled and restrained from killing, chasing or harassing livestock or fowls. The owner or keeper of a licensed dog shall cause it to wear around its neck or body, a collar or harness of leather or other suitable material, to which shall be securely attached a tag in a form prescribed by the director, and upon which shall appear the license number, the name of the Town issuing such license and the year of issue. Such tags shall be furnished in the same manner as the license blanks, and if any such tag shall be lost, the owner or keeper of such dog shall forthwith secure a substitute tag from the Town Clerk.

FEES FOR LICENSES - The fee for every license shall, except as otherwise provided, be \$ 3.00 for a male dog and \$ 6.00 for a female dog, unless a certificate of a registered veterinarian who performs the operation that said female dog has been spayed and has thereby been deprived the power of propagation has been filed with the Town Clerk, in which case the fee shall be \$ 3.00.

RABIES IMMUNIZATION - The State of Massachusetts requires that all dogs be vaccinated against rabies at three year intervals, beginning at six month of age. A certification of vaccinations as well as a rabies tag will be given the owner of the dog by the performing veterinarian.

ARTICLE VI - Westford By-Laws - Dogs - All owners or keepers of dogs in the Town of Westford, who on the first day of June of each year, have not licensed said dog or dogs, as prescribed in Section 137 of Chapter 140 of the General Laws of the Commonwealth of Massachusetts shall be required to pay an additional fee of not more than one (\$1.00) Dollar.

No owner or keeper of any dog shall permit such dog to run at large if unlicensed, nor shall a dog be permitted to run at large at any time between the hours of 7:00 A.M. and 7:00 P.M., licensed or unlicensed. The provision of this section shall not be intended to apply to dogs participating in any dog show, nor "seeing eye" dogs properly trained to assist blind persons for the purpose of aiding them in going from place to place, nor to any dog being trained for or actually being used for hunting purposes.

Whoever violates any provision of the By-Law shall be punished according to the following procedure and schedule of fines, which are hereby declared to be an alternative to the procedure and schedule set forth in G.L. (Ter. Ed.) Chapter 140, Section 137A; For the first offense, not less than Five Dollars nor more than Ten Dollars; for the second offense, not less than Ten Dollars nor more than Twenty-Five Dollars; and for each subsequent offense, Twenty-Five Dollars.

Elaine V. McKenna
Town Clerk

REPORT OF THE DOG OFFICER

1986

Lost Dogs	298
Loose Dogs	153
Dogs Barking	10
Strays	132
Dog Bites	14
Cats Lost	25
Dogs in Trash	32
Dead dogs	3
Dogs picked up	169
Dogs destroyed	26
Dogs found new homes	2

I wish to thank the Board of Selectmen and the Police Department for their help and cooperation, and to thank William MacMillan for his help and advice in the first months of my new job. I would also like to thank my new Assistant Dog Officer, Carlton Rooks, and the Dog Officers and Town Clerks of neighboring towns for their assistance.

To all dog owners, please, license your dogs for identification purposes so that they can be returned to you if they become lost.

Respectfully submitted,

George Fletcher
Dog Officer

REPORT OF FIRE DEPARTMENT CALLS 1986

Ambulance.	570
Requests for ALS	109
Ammonia leak	1
Assistance	20
Appliance.	3
Boiler Problem	6
Box Alarms:	
Trouble	71
False	71
Tests	118
Brush and Grass.	34
Building	8
Car and Truck.	44
Chimney.	10
Downed Wires	4
Dumpster	3
Electrical Problems.	5
False(telephone)	17
Fire Drills Schools Recorded	24
Fire Drills Business Recorded.	3
Gas Grill.	2
Gas Leak	1
Investigation (smoke).	23
Lightning Strikes.	3
Machinery.	2
Missing Child.	1
Non-Permit fires (illegal)	23
Oven	3
Permit Fire Out of Control	2
Rescue(auto)	12
(boat)	1
Rubbish.	8
Truck Standby.	10
Tree	1
Washdown	4
Water Problem.	18
Agricultural Burning Permits	13
Blasting Permits	28
Domestic Burning Permits	1,450
Fire Alarm Inspections:	
26F (resale).	521
26B (new construction).	145
Oiler Burner Inspections.	33

MUTUAL AID

TO: Carlisle. 1 (Fire Company)
Chelmsford. 1 (Brush Truck)
Groton. 2 (Ambulance)
Littleton 2 (Ambulance)
Tyngsboro 2 (Fire Company)

FROM: Littleton1 (Ambulance)

Gentlemen:

I am pleased to submit herewith my annual report as Superintendent of Streets and Parks.

The following work was done by the Highway and Park Department during 1985 and 1986.

Snow and Ice Removal

As of February 10, 1987, two thousand tons of salt and five thousand cubic yards of sand were used on the Streets in Town.

The following are the major times the Highway Department was out for storms:

November 11	Snow 3"	Salt & Sand
November 19	Snow 4"	Salt & Plow
November 20	Freezing Rain	Salt & Sand
December 9 & 10	Snow 3" to freezing rain	Salt, sand & plow
December 11	Snow 1"	Salt & Sand
December 17	Snow ½"	Salt & Sand
January 1 & 2	Snow 16"	Salt, sand & plow
January 10	Snow 3"	Salt, sand & plow
January 11	Snow 3"	Salt, sand & plow
January 18	Snow 3" to freezing rain	Salt, sand & plow
January 19 & 20	Snow 7"	Salt, sand & plow
January 22 & 23	Snow 8" to rain	Salt, sand & plow
January 23	Snow 3/4"	Salt
January 26	Snow	Sanded
January 30	Snow 8"	Salt, sand & plow
February 9	Snow	Salted

Town Roads

This year 1,187.84 tons of Bituminous Concrete and 1332.06 tons of stone and gravel were used on Town Roads.

Wages for all Streets that were resurfaced under materials were paid out of the Town Roads account.

Regular maintenance under this account were; the cleaning of catch basins and manholes, cleaning drainage ditches, cutting brush, repair guard rails, patching, sweeping and picking up trash along road sides. Graveling and grading all Town gravel roads, installing berm and cutting and clearing trees from roadways during and after storms.

Materials

The following Streets were resurfaced with asphalt and treated stone:

Acton Road	24,747 square yds.
Connell Drive	2,712
Flagg Road	15,352
Forge Village Road	23,413
Hildreth Street	12,223 Bit. Conc.
Leland Road	7,000
Nutting Road	8,183
Providence Road	17,120
Robinson Road	7,874

Drainage

Tadmuck Road	100' of 12" R.C.P.	
Hunt Road	40' of 15" culvert pipe	
Patten Road	100' of 12" leach pipe	1 catch basin
Plain & Pine Streets	150' of 6" leach pipe	2 catch basins
Beech & Pine Roads	50' of 6" leach pipe	
Hildreth Street	40' of 18" culvert pipe	
First Street	60' of 6" leach pipe	
Main & Depot Streets	10' of 12" R.C.P.	
Coldspring Road	60' of 6" leach pipe	1 catch basin
Cummings Road	200' of 18" R.C.P.	2 catch basins

Sidewalks

Sections of sidewalk were resurfaced on Boston Road and Pleasant Street.

Betterments

Texas Road was completed. The work consisted of; graveling, grading and paving with Bituminous Concrete.

The construction of Byrne Avenue was started. Drainage and tree cutting were begun but because of the early Winter the job was shut down until Spring. Work on Byrne Avenue will be completed this Spring.

Chapter 90 Construction

Work on Carlisle Road consisting of; installation of drainage, tree cutting, removal of stumps, excavating of shoulders, removal of ledge, outcropping and widening (the roadway was widened to twenty-four feet where it was less than twenty-four feet), and installing three foot shoulders. Thirty-five hundred(3,500)feet were resurfaced with Bituminous Concrete. The embankments will be graded this Spring.

Park Department

This year the Whitney Playground, Town Commons, Monuments, Library and the Graniteville, Forge Village, Nabnasset and Parkerville ball parks were limed and fertilized. All shrubbery was trimmed and the grass cut and raked.

For Memorial Day, geraniums were placed on the Town Commons and on the monuments.

Sand was hauled into Edwards Beach and the Forge Village beach.

In December, Christmas lights were put up on the Town Common.

REPORT OF THE POLICE DEPARTMENT

ARRESTS-----	320
COMMITMENTS-----	5
FINGERPRINTS, TAKEN FOR ADOPTION-----	1
FINGERPRINTS, TAKEN FOR EMPLOYMENT-----	9
FINGERPRINTS, TAKEN FOR FIREARMS LICENSES-----	22
FINGERPRINTS, TAKEN FOR IMMIGRATION-----	2
FINGERPRINTS, TAKEN FOR MILITARY ENLISTMENT----	2
FINGERPRINTS, TAKEN FOR NATURALIZATION-----	7
FINGERPRINTS, TAKEN FOR SCHOOL CHILDREN-----	113
FINGERPRINTS, TAKEN FOR SECURITY CHECK-----	4
LICENSES, SUSPENDED-----	59
FUNERAL ESCORT-----	28
PROTECTIVE CUSTODY-----	62
RESTRAINING ORDERS SERVED-----	22
SUMMONSES-----	253
V.I.N. CHECKS-----	20

INCIDENTS INVESTIGATED

ACCIDENT AIRCRAFT-----	1
ACCIDENT INDUSTRIAL-----	15
ACCIDENT MV-----	731
ACCIDENT PERSONNEL-----	5
ACCIDENT RECREATIONAL VEHICLE-----	6
ACCIDENT TRAIN-----	1
ALARM BURGLAR-----	737
AMBULANCE-----	90
ANIMAL BITE-----	17
ANIMAL CRUELTY-----	3
ANIMAL STRAY-----	40
ANIMAL VICIOUS-----	16
ANIMAL/MV COLLISION-----	56
ARSON ATTEMPT-----	2
ARSON-----	14
ASSAULT/AGGRAVATED-FIREARM-----	2
ASSAULT/AGGRAVATED-KNIFE-----	2
ASSAULT/AGGRAVATED-OTHER WEAPON-----	3
ASSAULT/AGGRAVATED-PHYSICAL-----	4
ASSUALT SIMPLE-----	19
BANK ESCORT-----	4
BREAKING & ENTERING-ATTEMPT-----	24
BREAKING & ENTERING-FORCED ENTRY-----	75
BREAKING & ENTERING-UNLAWFUL ENTRY-----	14
BUILDING FOUND OPEN-----	147
BY-LAW VIOLATION, ELECTION LAW-----	1

BY-LAW VIOLATION, JUNK CAR-----	1
BY-LAW VIOLATION, LEASH LAW-----	19
BY-LAW VIOLATION, OTHER-----	22
BY-LAW VIOLATION, PARKING-----	220
BY-LAW VIOLATION, PUBLIC DRINKING-----	24
CALL BOX-----	8
CHILD ABUSE-----	2
DISORDERLY PERSON-----	24
DISORDERLY PERSON-ANNOYING OPPOSITE SEX-----	7
DISORDERLY PERSON-THREATENING-----	33
DISTURBANCE-----	459
DOMESTIC-----	68
DRUG OFFENSE-ILLEGAL SALE-----	4
DRUG OFFENSE-POSSESSION-----	19
FIRE-----	199
FIREARMS VIOLATIONS-ILLEGAL DISCHARGE-----	50
FIREARMS VIOLATIONS-POSSESSING-----	2
FIRST RESPONDER CALL-----	297
FORGERY-----	2
FRAUD-----	2
GAMBLING-----	1
GENERAL OFFENSE-FIREWORKS VIOLATION-----	22
GENERAL OFFENSE-MV ABANDONED-----	31
GENERAL OFFENSE-OTHER-----	9
GENERAL OFFENSE-RUBBISH DISPOSAL-----	43
GENERAL OFFENSE-TRESPASS-----	107
GENERAL SERVICE-LOCK OUT-----	393
GENERAL SERVICE-MESSAGE DELIVERY-----	74
GENERAL SERVICE-MOTORIST-----	4
GENERAL SERVICE-OTHER-----	115
GENERAL SERVICE-PARCEL DELIVERY-----	2
GENERAL SERVICE-REMOVE ANIMAL-----	9
GENERAL SERVICE-TRANSPORTATION-----	52
HEALTH HAZARD-----	6
INJURY TO PROPERTY-PRIVATE-----	286
INJURY TO PROPERTY-PUBLIC-----	38
INVESTIGATION-----	36
LARCENY MV-AUTOMOBILE-----	25
LARCENY MV-OTHER-----	8
LARCENY-\$200 AND OVER-----	141
LARCENY-\$50 TO \$200-----	77
LARCENY-ATTEMPT-----	24
LARCENY-UNDER \$50-----	106
LIQUOR LAW VIOLATION-ILLEGAL SALE-----	6
LIQUOR LAW VIOLATION-POSSESSION-----	19
LIQUOR LAW VIOLATION-SALE TO MINOR-----	7
MISSING PERSON-ADULT-----	34
MISSING PERSON-CHILD-----	4
MUTUAL AID CALL-----	37
MV CITATIONS-----	1964
MV DISABLED-----	488

MV VIOLATION INVESTIGATIONS-----	391
OFFICER WANTED-----	36
PRISONER TRANSPORT-----	38
PROPERTY FOUND-----	138
PROPERTY INSECURE-----	25
PROPERTY LOST-----	55
PROPERTY RECOVERED-----	88
PROWLER-----	59
RAPE-BY FORCE -----	3
RECORD CHECK-----	47
REPOSSESSION-----	11
ROBBERY-FIREARM-----	2
SAFETY HAZARD-----	184
SECURITY CHECK-----	95
SEX OFFENSE-ATTEMPT-----	1
SEX OFFENSE-INDECENT EXPOSURE-----	7
SEX OFFENSE-OTHER-----	2
SEX OFFENSE-STATUTORY RAPE-----	1
SUDDEN DEATH-----	6
SUICIDE ATTEMPT-----	8
SUICIDE-----	2
SURVIELLANCE MV-----	24
SURVIELLANCE PERSON-----	48
SUSPICIOUS MV-----	367
SUSPICIOUS PERSON-----	202
TELEPHONE HARASSMENT-----	66
TELEPHONE OBSCENITY-----	23
TRAFFIC CONTROL-----	4
TRAFFIC HAZARD-----	113

SEALER OF WEIGHTS AND MEASURES INSPECTION REPORT

Liquid Measuring Meters	51
(recalls for Liquid Meters)	6
Scales less than 10 lbs.	9
Scales more than 0 to 300 lbs.	41
Platform scales 30-60 tons	3

I wish to thank the Superintendent of the Highway Department, George Wyman, for his assistance in testing heavy quarry scales.

Respectfully submitted,

Huntington Wells, Sealer of Weights and Measures

BIRTHS

Recorded by the Town Clerk - 1986

DATE	NAME	PARENTS
Jan 17	Abnous, Sevan	Razmik & Suzanne M. (Topalian)
Feb 23	Abraham, Jack Phillip	Magid M. & Millicent R. (Kindle)
Dec 4	Ahern, Adam Thomas	William J. & Nancy R. (Reinman)
Mar 6	Arace, Matthew Albert	Robert P. & Catherine B. (Jehling)
Sep 22	Axtman, Katelynn Desiree	Richard L. & Sheryl A. (Lamarre)
Jan 3	Baker, Brett Krawczynski	James H. & Deborah J. (Krawczynski)
Apr 18	Beauregard, Kristie Lee	Frank W. & Sandra J. (Collman)
Nov 17	Beck, Brandon Michael	James B. & Margery H. (Haley)
Aug 6	Begen, James Gilchrest	Richard M. & Linda J. (Gilchrest)
Jun 4	Belcastro, Ryan McShea	Jerome T. & Janice M. (Lowry)
Feb 11	Bell, Erin Elizabeth	Mark S. & Kathleen J. (Goodwin)
Aug 25	Bellemore, Nicolas Lionel	Raymond L. & Darlene F. (McNulty)
Jun 21	Berard, Paul Richard Jr.	Paul R. & Leona J. (Rancourt)
Jun 16	Berg, Kelly Jeannette	George C. & Patricia L. (Porter)
Feb 23	Biocchi, Melinda Nicole	John N. & Bonnie L. (Piacentini)
Aug 29	Biron, Matthew Aaron	David G. & Sheara R. (Golub)
Sep 23	Bogdan, Tara Kristen	Michael P. & Barbara A. (Korsak)
Oct 29	Boisvert, Christine Nicole	Robert M. & Doreen F. (Ziemski)
Aug 15	Bonn, Benjamin Alan	Jerrold L. & Martha E. (Macaulay)
Nov 21	Boudreau, Christopher Thomas	Richard A. & Mary Kim (Falcetti)
Dec 24	Brady, Caitlin Leigh	Thomas P.M. & Ann (McFadden)
Jul 2	Brickley, Shane Michael	John H. & Susan L. (Patterson)
Sep 29	Bruno, Michelle Anne	Ronald L. & Joyce A. (O'Leary)
Jul 29	Burke, Katie Lynn	Shaun F. & Patricia A. (May)
May 15	Burndrett, Steven Arthur	Allan H. & Joanne (Sullivan)
May 28	Butler, Grace Domenica	Timothy M. & Jean R. (Rossi)
Jan 30	Calla, Sierra Jade	James J. & Joy M. (Cayon)
Apr 5	Caloggero, Thomas Charles	Frederick A. & Marie D. (Corssino)
Apr 10	Campbell, Heather Jeanne	Alan D. & Paula J. (Wezniak)
Jun 15	Cannata, Brittany Anne	Michael P. & Deborah A. (Keenan)
Mar 6	Canney, Christina Marie	David R. & Elaine B. (Bertini)
Feb 6	Capriccio, James Vincent	Lewis A. & Maura T. (Lockwood)
Sep 2	Carnavos, Theodore Archelaus	Christopher M. & Jean H. (Hamblen)
Jan 26	Caron, Dawn Marie	Paul J. & Gale M. (Ward)
Mar 24	Carpenter, Amanda Mavreen	George D. Jr. & Darlene C. (Winnett)
Jun 10	Carpentier, Kelly Joanna	Richard P. & Joanna F. (Browne)
Jan 16	Cedrone, Keri	Thomas & Maura B. (Segien)
Jan 13	Chamberland, Justin Mark	Warren M. & Mary Ann (DeStefano)
Jun 15	Chase, Bridget Anne	John T. & Colleen M. (McNamara)
Nov 15	Chauvin, Jason Andrew	Louis A. & Karen L. (Hawes)
Sep 23	Checchi, Ryan Christopher	Lawrence & Sheila M. (Fedele)
Aug 12	Chen, Vanessa Evelyn	Rong-Long & Mei-Chun (Dai)
Apr 25	Clark, Michael Thomas	Thomas E. & Elizabeth (Rozkuszka)
Apr 17	Close, Ashley Elizabeth	Dennis J. & Nancy A. (Zahka)

BIRTHS

Recorded by the Town Clerk - 1986

DATE	NAME	PARENTS
May 26	Cobleigh, Megan Elizabeth	Keith B. & Eileen M. (Lamoureux)
Oct 7	Coleman, Stacy Katherine	Bruce A. & Carol A. (DaSilva)
Jun 26	Condon, Jeffrey Robert	Robert E. & Margery R. (Rose)
Aug 2	Connell, Brittany Leigh	Philip J. & Kathryn M. (Carr)
Jul 31	Cooper, Rachel Birchard	Lorne J. & Nancy A. (Birchard)
Jan 15	Cope, Kathryn Seaton	Edward H. & Barbara A. (Seaton)
Jul 21	Cordeiro, Christina Ann	Craig A. & Kathleen A. (Lewis)
Jan 1	Cornell, Bryanne Ruth	Gary D. & Eileen R. (Collins)
Jun 17	Courcy, Andrew Edouard	Stephen E. & Joy M. (Michon)
Apr 13	Crowell, Donald Albert	Donald R. & Barbara R. (O'Neill)
Aug 1	Cullen, Andrew Lawrence	Laurence E. & Sandra M. (Lothrop)
Feb 17	Cullerton, Evan Anthony	Anthony J. & Ann L. (Sampson)
Mar 18	Dana, Abigail Penniman	Gregory A. & Marcia A. (Cady)
Dec 22	Darnell, Andrew Vaughn II	Peter A. & Karen G. (Kolk)
Aug 20	Davidson, Jillian Jordan	Marc L. & Kathleen M. (Henderson)
Jun 30	Davis, Jacqueline Marie	Gary R. & June M. (Bowse)
Aug 20	DeGennaro, Anthony George	Anthony P. Jr. & Jeanne C. (Alexopoulos)
May 28	Delargy, Alison Heather	Frank & Deborah O. (Orpin)
Sep 26	Delorey, Katelyn Tatum	Kevin P. & Patricia A. (Boisvert)
Sep 4	Delosh, Derek Lee	Terry L. & Karen L. (Carroll)
May 14	DeLuca, Keri Elizabeth	Joseph G. & Carolyn M. (Padenski)
May 22	Denaro, Victoria Dorothy	John P. & Sheila A. (Quinlan)
Jul 20	Devlin, Richard Paul III	Richard P. Jr. & Virginia T. (Taylor)
Oct 7	Dickens, Jonathan David	Michael W. & Kathleen A. (Test)
Jul 3	Dixon, Ryan Matthew	Mark A. & Brenda J. (Sullivan)
Feb 6	Donahue, Irene Marie	David M. & Patricia A. (DiStefano)
Aug 5	Dooley, Trebor Martyn	Robert C. Jr. & Taeomi (Martyn)
May 17	Doyle, Joshua Edward	Edward T. & Kelly J. (Barker)
Oct 13	Doyle, Kaylan McKenzie	John P. & Margaret T. (Thomas)
Mar 12	Dromgoole, Patrick Sean	Robert P. & Marjorie A. (Latta)
Apr 6	Duggan, Ashley Paige	David M. & Constance L. (Nowell)
Oct 7	Ellis, Ashley Lynn	Robert S. & Lynn C. (Blanchette)
May 14	Eskenazi, Benjamin Michael	Steven F. & Margaret M. (Bozek)
Aug 14	Estes, Jonathan Paul	Chris E. & Sandra T. (Prentice)
Feb 11	Eu, Kristine Yoonsook	Jai H. & Yu-Sung (Park)
Jul 1	Farrell, Richard Alan	Michael A. & Cheryl L. (Lenhart)
Dec 9	Fernald, Jodie Marie	Wayne D. & Nancy A. (Lavangie)
Nov 1	Ferreira, Glenn Michael	Francis P. & Gail T. (Ciborowski)
Jun 14	Ferrin, Breana Alice	Robert J. & Michele M. (Albanese)
Mar 26	Fink, Kimberly Jean	Robert C. & Katherine E. (Tanquary)
Nov 30	Fisher, Jamie Elise	Robert A. & Ellen C. (Clark)
Apr 8	Foley, Sean Lowell	Brian D. & Wendi G. (Lowell)
May 2	Folger, Justin Anthony	Stephen A. & Deborah L. (Baldwin)
Jan 17	Franklin, Daniel Mark	Meyer P. & Cynthia A. (Szydlowski)
Dec 12	Gelinas, Ashley Laura	Brent J. & Lynn F. (Beauregard)

BIRTHS

Recorded by the Town Clerk - 1986

DATE	NAME	PARENTS
Apr 20	Georges, Stephen Christopher	George Jr. & Rosemary (Stark)
Jun 20	Giavis, Vassilios Homer	Dimitri & Jill D. (Zwicker)
Oct 17	Gilbert, Steven James	Michael J. & Jerri A. (Munyon)
Dec 24	Glennon, Kerry William	Mark E. & Denise S. V. (Busch)
Sep 29	Godfroy, Stephanie Marisa	Maurice W. & Diane I. (Ricard)
Feb 26	Goodie, Maegan Elizabeth	Stephen J. & Donna A. (Hendrickson)
Feb 26	Goodie, Michael James	Stephen J. & Donna A. (Hendrickson)
Feb 4	Grady, Meredith Leigh	Thomas A. & Joanne S. (Cote)
Aug 10	Greenwood, MaryBeth Phyllis	James C. & Phyllis L. (Mosher)
Nov 21	Gudmand, Elizabeth Rowell	Peter C. & Lynn (Rowell)
Sep 30	Gust, Kasey Marie	Michael W. & Amy (Precht1)
Jun 14	Hall, James Henry	David B. & Katherine E. (Patton)
Aug 13	Hansen, Meghan Ann	Thomas M. & Melissa A. (Orr)
Dec 23	Harrington, Colin Edward	Daniel J. & Leah E. (Camplese)
Nov 25	Harrington, Lindsey Michelle	David M & Deborah A. (Doo)
Oct 15	Healy, John Austin IV	John A. III & Diane C. (Cassidy)
Dec 29	Hendriks, Jennifer Margaret	Eugene P. & Margaret M. (Schell)
Mar 19	Hennessy, Megan Elizabeth	Robert M. & Sandra E. (Horne)
Aug 30	Horton, Caitlyn Nicole	Eugene L. & Cheryl A. (Sullivan)
May 16	Hsiao, Jessica	Ruei-Hsin & Grace (Huang)
Mar 10	Iandoli, James Gregory II	James G. & Mary H. (Fennell)
Sep 8	Ingalls, Samantha Ann	Michael P. & Vicki (Wyman)
Apr 11	Jones, Sarah Ruth	Lawrence D. & Susan W. (Shirk)
Jan 29	Kaiser, Jason Alan	Kerry K. & Karen S. (Bauer)
Jul 27	Kalergis, Gregory Paul	Nicholas G. II & Leann M. (Boudreau)
Feb 9	Katz, Jerome Steven	Michael R. & Eileen T. (Sullivan)
Dec 1	Kay, Brian Thomas	Jeffrey R. & Laurel J. (Miner)
Apr 7	Kelley, Melissa Elizabeth	Thomas W. Jr. & Judith J. (Gagne)
Jan 16	Kelly, Michael John	John M. & Sandra L. (Ferullo)
Nov 21	Kilpatrick, Emily Patricia	Michael B. & Amy T. (McCarthy)
May 6	Kolansky, Joshua Adam	Sheldon & Barbara E. (Bergman)
Sep 1	Kolesnik, Ashley Elizabeth	John M. & Diane M. (Howells)
Feb 18	Lagasse, Amanda Lee	Donald K. & Robin A. (Whitney)
Oct 23	Lakness, Mark David	David R. & Sally A. (McDonnell)
Dec 25	Lamy, Bradford Joseph	Paul J. & Paula H. (Proctor)
Nov 5	Lanno, Cassandra Jean	Paul A. & Cathy L. (Beaver)
Nov 28	Lee, Katharine Yune	Hoon & Young Mi (Baik)
Mar 5	L'Esperance, James Francis	Thomas F. & Paula K. (Lemley)
Oct 22	Lindholm, Julia Rose	Mark & Kathryn A. (Harrold)
Oct 20	Lyons, Barry Joseph	Barry J. & Marilyn J. (Thibeault)
Apr 14	MacDonald, Jason Eric	Neal E. & Susan R. (Wright)
Jul 8	MacDonald, Lindsay Verfaillie	Thomas K. & Kathleen V. (Verfaillie)
Mar 1	MacKay, Morgan Ashley	Scott D. & Mary Anne (Rizzotto)
Apr 18	Maguire, Jered Stephen	Michael C. & Amy C. (Peirce)
Aug 21	Maine, Susan Therese	William G. & Suzanne M. (Gendron)

BIRTHS

Recorded by the Town Clerk - 1986

DATE	NAME	PARENTS
Aug 4	Mandevile, Nicole Marie	John R. Jr. & Angie M. (Festino)
Apr 15	Manolopoulos, Marissa Christina	William M. & Deborah C. (Gauthier)
Feb 3	Marcouillier, Michelle Marie	Ricky J. & Paula J. (Whitcomb)
Jan 11	McCann, Catherine	Kevin E. & Cheryl E. (Tatro)
Mar 5	McCann, Sarah Freeman	Bernard N. & Cynthia A. (Augsburger)
Feb 24	McGonagle-Campagna, Alexander	William Peter A. & Shirlee A. (McGonagle)
Oct 1	McKenna, Patrick Fisher	Edward L. Jr. & Julie F. (Fisher)
Jan 15	McSweeney, Finn Patrick Gormally	Eugene J. & Elizabeth F. (Gormally)
Aug 28	Meadows, Kyle Curtis Wilkinson	Peter L. & Joyce E. (Parker)
Jun 25	Medley, Tyler Kenneth	Randall P. & Linda J. (Waterhouse)
Nov 4	Mehra, Soniya	Shashi K. & Deepa (Knanna)
May 14	Menesick, Kara Denyse	Dennis J. & Patricia N. (Foley)
Apr 24	Miraglia, Danielle Marie	Joseph Jr. & Carolyn A. (Daigle)
Apr 24	Miraglia, Michelle Lee	Joseph Jr. & Carolyn A. (Daigle)
Aug 10	Morgenstern, Mia Rose	Jeffrey L. & Miriam R. (Teitelbaum)
Apr 13	Morrison, Elizabeth Lindsay	Ronald C. & Elizabeth A. (Quiri)
Jul 17	Moyer, Kevin Salls	Alan J. & Kerri S. (Salls)
Jan 9	Mullarkey, Jennifer Lynn	Vincent J. & Kathleen M. (Ricciuti)
Aug 13	Myer, David Christopher	Richard C. & Katherine A. (Bachynski)
Oct 16	Nelson, Trevor Touart	Peter E. & Sarah T. (Touart)
Aug 3	Ouellette, Nicholas Lawrence	Lawrence N. & Lori O. (O'Neil)
Jun 1	Palmer, Dylan Read	Ted P. & Kathryn A. (Read)
Oct 16	Parks, Wilder III	Wilder Jr. & Virginia M. (Caulfield)
Apr 18	Pennella, Catherine Elizabeth	Francis J. & Christine M. (Carroll)
Apr 18	Pennella, Evan William	Francis J. & Christine M. (Carroll)
Jul 22	Perron, Brittany Suzanne	Armand W. & Gail M. (Compton)
Dec 27	Peters, Allison Marie	William T. & Carolyn J. (Cook)
Jan 24	Philbrook, Tia Michelle	Samuel E. & Joyce A. (Keith)
Apr 1	Quirk, Lincoln Joseph	Kent J. & Kimberley F. (Smith)
Dec 29	Ragwar, Aloo Rosa Omondi	James O. & Joanne (DiDonato)
Mar 10	Ramgopal, Sriram	Ramgopal Ramachandran & Malathi (Krishnamurthy)
Apr 20	Razgha, Dominique Stasha	Karoly B. & Michaela (Meduna)
Jun 26	Reid, Corey Allen	Stuart I. & Amy R. (Loring)
Nov 17	Rogers, Christopher Scott	Douglas P. & Elaine (Millard)
Sep 25	Rogers, Jessica Grace	Jerome E. & Amy R. (Reddish)
May 3	Ron, Rachel Rhada	Ami & Stacey A. (Tuttle)
Sep 3	Scanlan, Luke Francis	Gerard F. & Judith F. (Fraser)
Dec 8	Sebasky, Carolyn Marie	Gregory M. & Ellen C. (Gearin)
Apr 29	Sebastian, Dorothy Lou	Bill B. & Rita S. (Monestersky)
Aug 20	Selfridge, Kelly Michelle	Paul & Angela J. (Spadano)
Jul 31	Severo, Stephen Robert	Gaetano G. & Maureen S. (Staffier)
Dec 4	Shan, Gloria T.	Jau-Chen & Lee-Yunn C. (Chuang)
Jun 4	Sholler, Lori Anne	Richard C. & Laraine M. (Luippold)
Oct 14	Sigel, Jack Ernest	James W. Jr. & Catherine A. (Shepard)

BIRTHS

Recorded by the Town Clerk - 1986

DATE	NAME	PARENTS
Feb 9	Simons, Emily Mary	Keith E. & Cheryl A. (DeRuzzo)
Aug 26	Smith, Colleen O'Leary	Frank M. & Jeanne S. (O'Leary)
Mar 26	Snyder, Robert Matthew	Robert J. & Stella F. (Watson)
Oct 9	So, Melanie Allison	Benny K. & Shirley C. (Chuang)
Jul 9	Souza, Timothy Joseph	Mark M. & Lenore R. (Morin)
Jun 8	Spadano, Jacqueline Eleanor	Joseph W. & Amy E. (Glenfield)
Jan 28	Stanley, Emily Rose Cronin	Eric V. & Anne R. (Cronin)
Oct 29	Stefanski, Timothy Stanley	Thomas S. & Karen K. (Kittelsen)
Jul 16	Stein, Jason Warren	Paul C. & Pamela D. (Cuttino)
Jul 11	Stone, Naomi	Darryl R. & Nancy J. (Clark)
Nov 19	Strutt, Nicholas Raja	Colin & Christina I. (Catherasoo)
Mar 17	Sullivan, Caitlin Bridget	Mark T. & Karen A. (Maguire)
Mar 17	Sullivan, Mark Thomas Jr.	Mark T. & Karen A. (Maguire)
Jan 27	Sullivan, Melanie Joyce	Robert L. & Joyce (Jalbert)
Apr 21	Taverna, Katelyn Johanna	Glenn T. & Angelika (Fontes)
May 21	Taverna, Keith Paul	William P. Jr. & Deborah A. (Garside)
Feb 6	Tebbetts, Eric Daniel	Daniel G. & Gail A. (Bellemare)
Jan 5	Tiano, Mark Anthony	Michael F. & Jacqueline A. (Kennedy)
Nov 24	Tierney, Michael Grant	William E. & Rhonda L. (Cotta)
Oct 27	Tompkins, Christina Marie	Steven D. & Donna L. (Jewell)
May 24	Trasko, Lindsay Elizabeth	Darrell S. & Judith E. (Farias)
Jan 8	Tripp, Derek Christopher	Michael A. & Jennifer (Dean)
Nov 8	Vardaro, Anthony Alfred	Anthony & Debbie S. (Saia)
Mar 5	Vincent, Catherine Marie	David E. & Helen M. (Hobson)
Jun 20	Vineyard, Edward Traywick	Steven E. & Lisa M. (Traywick)
Sep 18	Wallace, Elizabeth Jane	Mark R. & Jane E. (Moroney)
Jun 17	Walsh, Stephen Joseph	Daniel J. & Susan G. (Nastek)
Oct 26	Wartonick, Ashley Ann	Donald P. & Karen A. (Sadler)
Jan 7	Webber, Joanna Lee	Gary E. & Carolyn L. (Carson)
Oct 27	Webber, Matthew Mitchell	Stephen E. & Elizabeth A. (Coon)
Jan 3	Weinrich, Kerry Rebecca	Stephen S. & Ellyn A. (Quirk)
Jan 22	Welch, Timothy Joseph	Robert A. Jr. & Karen E. (McBreen)
Aug 20	Wiley, Brittney Marie	Thomas M. & Priscilla (Beebe)
Mar 17	Williams, Jameson Hepburn	James G. & Bonnie L. (Hepburn)
Apr 30	Witte, Alexandra Hart	Harry C. & Constance H. (Chamberlain)
Sep 18	Wolf, John Trevor	Jeffrey P. & Yvonne M. (Hurd)
Mar 6	Wolfendale, Hilary	David & Maryjane (Costello)
Jul 29	Yim, David Philip	James H. & Karen A. (Bryant)
Feb 8	Zwolinski, Michael Andrew Jr.	Michael A. & Catherine A. (Lewandowski)

MARRIAGES

Recorded by the Town Clerk - 1986

DATE	NAME	AGE	RESIDENCE	BIRTHPLACE
Nov 29	Aaron, Joseph A.	28	Westford	Maine
	Livingston, Sharon B.	21	Groton	Lowell
Jul 19	Ahern, Charles L. Jr.	26	Westford	Boston
	Dee, Eileen Renee	22	Westford	Concord
Jun 7	Aitken, Michael T.	29	Concord, NH	New Jersey
	Danley, Lisa	29	Concord, NH	Calif.
Aug 9	Aldrich, Thomas R. III	43	Westford	Boston
	Lyons, Nancy H.	42	Winchester	Boston
Oct 12	Amichetti, Steven	26	Townsend	Cambridge
	O'Donnell, Karen	21	Westford	Malden
Sep 27	Antinoro, Mark S.	24	Tewksbury	Somerville
	Dolan, Margaret S.	22	Westford	England
Oct 4	Bancroft, Ronald M.	34	Westford	Ayer
	Hickey, Lori A.	24	Westford	Cambridge
Feb 14	Barclay, James E. Jr.	34	Westford	Tennessee
	Sanborn, Catherine M.	32	Westford	Lowell
Nov 8	Barrett, James M. Jr.	26	Westford	Groton
	Sweeney, Kathleen A.	24	Hudson, NH	Salem
Jun 7	Beckwith, Thomas Milton	26	Nashua, NH	Lowell
	Selfridge, Carol Lynn	26	Westford	Medford
Oct 24	Becotte, Gary	29	Westford	Lawrence
	Trottier, Lucille	18	Westford	Lowell
Apr 26	Blamy, Mark	24	Westford	Cambridge
	Fernandes, Kathleeen A.	23	Westford	Brockton
Jun 8	Bomal, Vincent R. Jr.	25	Westford	Lowell
	O' Brien, Karin	21	Chelmsford	Lowell
Dec 6	Borton, Gregory F.	33	Westford	Missouri
	Thompson, Dorothy L.	32	Westford	New Jersey
Jun 12	Boyce, Gregory T.	41	Westford	Texas
	Springer, Traci Ann	26	Westford	Missouri
Nov 24	Braley, Russell Lee	22	Texas	N. Carolina
	O'Malley, Kelly Ann	20	Westford	Lowell
Jun 28	Brousaides, Gregory F.	29	Westford	New York
	Eastwood, Katherine M.	27	Marlborough	Conn.
Oct 25	Burbine, James F.	25	Reading	Melrose
	McGowan, Jean Marie	26	Westford	Brighton
Sep 27	Burke, James W.	26	Hudson, NH	Lowell
	May, Lori A.	23	Hudson, NH	Lowell
Sep 14	Burton, Robert J.	22	Chelmsford	Lowell
	McAndrew, Kimberly	19	Westford	Winchester
Feb 9	Caci, John J.	57	Chelmsford	New York
	Beane, Carolyn	54	Chelmsford	Stoneham
Sep 27	Carkin, Garry	23	Westford	Lowell
	Lavalley, Donna L.	21	Groton	NH

MARRIAGES

Recorded by the Town Clerk - 1986

DATE	NAME	AGE	RESIDENCE	BIRTHPLACE
Dec 27	Cernese, Daniel H.	25	Westford	New York
	Gustafson, Bettyann	25	Westford	Worcester
Jan 11	Chisholm, Michael B.	29	Westford	Lowell
	Childs, Cynthia J.	30	Westford	Hyannis
Sep 13	Concannon, John L.	24	Clinton	Winchester
	Donahue, Sharon L.	22	Westford	Boston
Aug 23	Conuel, Thomas R.	40	Westford	Pittsfield
	Hayes, Veronica A.	37	Westford	Springfield
Aug 23	Davis, Michael C.	21	Maine	Colorado
	Holmes, Cynthia Ann	22	Westford	Concord
Jun 28	DeMers, Charles H. Jr.	27	Westford	Adams
	Allen, Tracey E.	22	Groton	Brighton
Apr 19	Donaruma, Richard E.	24	Westford	Lowell
	McCarthy, Donna J.	22	Tewksbury	Lowell
Jul 19	Dorenfeld, Jeffrey H.	39	Westford	Calif.
	Watson, Nancy F.	35	Westford	Conn.
Jun 7	Doyle, Russell P. Jr.	28	Westford	Lowell
	Champey, Rhonda	29	Westford	Tennessee
Mar 8	Edwards, Bryan C.	26	Chelmsford	Lowell
	Bussey, Wanda L.	34	Groton	Lowell
Sep 6	Emberton, William T.	46	Westford	England
	Holland, Barbara S.	38	Westford	Boston
Jun 22	Fabbri, Jeffrey	34	Acton	Melrose
	Mitrano, Sandra	31	Acton	Newton
Aug 17	Finney, Richard A.	23	Westford	Lowell
	Ahdab, Sharon	20	Westford	England
May 3	Gill, David J.	22	Westford	Rhode Island
	Wold, Tracey A.	22	Westford	Calif.
Oct 25	Glenn, Warren J.	30	Chelmsford	Lowell
	Buccola, Suzanne C.	31	Chelmsford	Mississippi
Sep 6	Goulden, Thomas J. II	24	Westford	Lowell
	Snowdon, Tracey Anne	24	Westford	Canada
Apr 19	Gower, Michael G.	28	Bedford, NH	Lowell
	Pioli, Dawn Marie	26	Bedford, NH	Germany
Feb 27	Hickey, Scott A.	22	Westford	Medford
	Cunha, Diane M.	16	Lowell	Portugal
Sep 27	Howard, Greg M.	21	New York	Syracuse, NY
	Albright, Charlotte A.	22	Westford	Boston
Nov 28	Huskey, Derek W.	23	Westford	Colorado
	McElhiney, Christine M.	20	Westford	Woburn
Apr 5	Keele, John W.	22	Westford	Lowell
	Burke, Dianne M.	21	Westford	Winchester
Sep 21	Kendall, David P.	22	Westford	Lowell
	Mainusch, Tina M.	23	Westford	Westford

MARRIAGES

Recorded by the Town Clerk - 1986

DATE	NAME	AGE	RESIDENCE	BIRTHPLACE
May 10	Kenney, Thomas F.	38	Westford	Cambridge
	Gibelli, Sandra A.	25	Westford	Woburn
Apr 19	Kenyon, Gerald	21	Ayer	Lowell
	Deslaurier, Dawn M.	20	Ayer	Ayer
Jan 11	Larrington, Peter Christian	30	Westford	New Jersey
	Henderson, Vickie L.	32	Westford	Virginia
Dec 20	Lautenschlager, Eric	19	Westford	Barnstable
	DeWolfe, Kimberly	18	Westford	Lowell
Sep 20	Lindsay, John M.	32	Westford	NJ
	Lombardi, Debra L.	28	Westford	Newton
Sep 14	Litchfield, M. Leigh	37	Westford	Maine
	Brekke, Mary Jean	30	Westford	Ohio
Jun 7	Lynch, Peter Andrew	24	Conn.	Conn.
	Doucet, Diane E.	24	Westford	Waltham
Sep 26	MacDonald, Brian K.	33	Lowell	Virginia
	Lyon, Brenda J.	23	Lowell	Marlborough
Nov 8	McNayr, Michael A.	27	Westford	Groton
	Morin, Debra L.	30	Dracut	Missouri
May 10	Mongeon, Norbert H. Jr.	24	Westford	Rhode Island
	Medina, Alma Patricia	28	Westford	Central America
Oct 25	Moore, George I	26	Westford	Lowell
	Hanson, Donna L.	24	Westford	Winchester
Jul 19	Moran, Leo A. Jr.	46	Westford	Lowell
	Bender, Elaine C.	50	Boylston	Worcester
Apr 23	Morrison, Gerard V.	36	Bedford	Cambridge
	Trovato, Joan	31	Lexington	Boston
Jun 7	Newman, John C.	30	Westford	Conn.
	Roth, Carol Robin	30	Westford	New York
Oct 11	O'Brien, Frederick M.	23	Nashua, NH	Cambridge
	Johnson, Gail R.	20	Westford	Ayer
Sep 13	O'Hare, Kevin Joseph	24	Westford	Lowell
	Guillemette, Janet Marie	21	Westford	Lowell
Oct 18	Parsons, Donald R.	26	Westford	Lowell
	Thoms, Theresa V.	23	Roxbury	Boston
Sep 20	Pelletier, Wayne H.	28	Chelmsford	Nashua, NH
	Kelty, Kristine	22	Chelmsford	Lowell
Oct 4	Perry, Thomas R.	33	Westford	Ohio
	Dufromont, Cheryl A.	27	Westford	Waltham
Sep 22	Phillips, Thomas	60	Chelmsford	Penn.
	Joel, Sandra	44	Westford	Lowell
Aug 16	Pick, Michael W.	28	Westford	Arlington
	Tedford, Karin	27	Washington	Washington
Feb 1	Prescott, Frederick J.	25	Groton	Lowell
	Rush, Cynthia A.	21	Westford	Concord

MARRIAGES

Recorded by the Town Clerk - 1986

DATE	NAME	AGE	RESIDENCE	BIRTHPLACE
Jun 22	Proulx, Andrew G.	29	Westford	Medford
	Sorrentino, Linda Rose	30	Westford	Newton
Jul 26	Rank, John A.	20	Nashua, NH	Lowell
	Mion, Laura A.	21	Nashua, NH	New York
Mar 7	Rankins, Richard	19	Lowell	Nashua, NH
	Smart, Michelle	17	Westford	Boston
Oct 12	Ricard, Francis R.	22	Westford	Lowell
	Dutton, Deborah A.	23	Westford	Lowell
Mar 22	Rossi, James L.	21	Merrimack, NH	Japan
	Paquette, Kathy A.	22	Westford	Calif.
Dec 20	Ryan, Patrick J.	54	Westford	Boston
	Mizen, Elizabeth A.	45	Westford	Rhode Island
May 11	Sampson, Joseph	22	Dracut	Malden
	D'Aoust, Karen	19	Westford	Lowell
Oct 12	Shepard, Christopher L.	21	Westford	Arlington
	Lamy, Linda M.	21	Westford	Lowell
Jul 25	Sigel, James W. Jr.	25	Westford	Wisconsin
	Shephard, Catherine A.	21	Westford	Scituate
Sep 19	Smith, Craig T.	24	Westboro	Kansas
	DeFreitas, Vicki A.	25	Chelmsford	Lowell
Mar 1	Smith, Paul G. Jr.	21	Westford	Lowell
	Sloan, Julie Ann	20	Westford	Boston
Jul 21	Southworth, Richard B.	27	Westford	Chelsea
	Haffner, Sheila F.	22	Westford	S. Carolina
Mar 9	Spanos, Michael J.	24	Chelmsford	Lowell
	Guthrie, Joellen	20	Westford	Lowell
Nov 28	Sperrey, Joseph L.	21	NH	Maine
	Paquette, Judith A.	19	Westford	Lowell
Jul 26	Struss, Mark	32	Westford	Concord
	Goff, Suzanne F.	34	Westford	Springfield
Apr 19	Surette, David M.	25	Pepperell	Lowell
	Holmes, Judith E.	24	Westford	Lowell
Sep 27	Swanson, Jeffrey A.	27	Nashua, NH	Lowell
	Gower, Judith F.	27	Nashua, NH	Penn.
Oct 11	Swanton, Bruce D.	24	Quincy	Salem
	Coughlin, Christine E.	24	Quincy	Natick
Jun 7	Tompkins, Steven	19	Ayer	Framingham
	Jewell, Donna	18	Westford	Lowell
May 24	Warnick, Matthew J.	29	Derry, NH	Ohio
	McCann, Deborah A.	27	Lawrence	Methuen
Apr 19	Widener, Mark E.	24	Nashua, NH	Calif.
	Connolly, Mary-Ann	23	Dedham	Boston
Sep 6	Wightman, Douglas T.	22	Littleton	Newton
	Peck, Kimberly A.	19	Wilmington	Woburn

MARRIAGES

Recorded by the Town Clerk - 1986

DATE	NAME	AGE	RESIDENCE	BIRTHPLACE
Mar 29	Willis, Steven R.	30	Westford	Concord, NH
	Freud, Elissa L.	27	Westford	Illinois
Apr 26	Wisnowski, George Edward	24	Nashua, NH	Lowell
	Carlson, Dawna Ann	22	Nashua, NH	Calif.
Mar 1	Zecca, Michael	40	Westford	Pennsylvania
	Eldridge, Dorothy	39	Westford	Lowell

DEATHS

Recorded by the Town Clerk - 1986

DATE	NAME	AGE
Sep 27	Jeddrey, Rena - Wife John Jr.	68
Feb 7	Jodice, Arthur A. - Wid Gladys (Record)	90
Dec 31	Karnila, Alice - Wid John	70
Apr 29	Kelly, Margaret - Wid James P.	96
Feb 6	Kimball, John Allen - Wid Clara (Motttram)	82
Aug 10	Kliskey, Ralph - Hus Lisa (Ostergaard)	49
Oct 7	Koester, Phyllis Marion - Wife Richard A.	52
Mar 29	LaMontagne, Ella L. - Single	91
Feb 9	Lamy, Alice V. - Wid Charles	85
Oct 1	Landry, Meaghan Leigh - Single	1
Feb 15	Luhaink, Viola - Wid Luca	56
Apr 27	Lussier, Jarad - Single	6
Feb 23	Lyons, Edward F. - Hus Bertha (Deshler)	74
Nov 12	Mangan, Evelyn L. - Wife John H.	74
Jan 27	Maria, Zenobia - Wid Elisa J.	83
Dec 5	McLenna, Edward - Hus Annie (Sudak)	73
Jun 2	Melanson, Joseph Mande - Hus Margaret (Keane)	52
Jul 30	Milot, Alfred - Hus Antoinette (Perreault)	78
Sep 16	Minko, Evodkia - Wid William	92
Mar 11	Minsk, Morris - Wid Rose (Miller)	77
Feb 10	Moffatt, Charles W. - Wid Gertrude (Wilder)	79
Sep 12	O'Keefe, Olympia - Wife John J.	45
Jun 10	O'Neil, Richard Jeremiah - Hus Mary (Kearney)	70
Dec 25	O'Neill, Mary Ellen - Wid Thomas	90
Feb 24	Patton, Judith - Wife Robert J.	50
Feb 15	Pellerin, Alice - Wid Josephat	85
Sep 11	Perrault, Felix - Hus Eleanor (O'Hara)	70
Feb 26	Picking, Cora A. - Single	79
Jun 29	Popplizio, Catherine - Wife Vincent J.	60
May 21	Raia, Joseph - Div	79
Feb 11	Reeves, Alfred Sr. - Hus Sally (Dyszczyk)	73
May 22	Robinson, Mildred F. - Wid Frederick	83
Apr 26	Romano, Robert - Single	32
Oct 25	Sarno, Emelio J. - Hus Rose M. (Scali)	68
Jun 17	Shine, Margaret - Wife John	65
Jan 1	Smith, Fred A. - Hus Regina F. (Guaraldi)	52
Jun 17	Spencer, Margaret E. - Wife Louis H.	65
Oct 23	St.John, Marie - Wid William	85
Apr 3	Stuart, Edward - Hus Margaret (Burke)	77
Apr 21	Talancy, Ruth V. - Wif Michael	61
Feb 10	Wagner, John F. - Hus Dorothy M. (Fry)	43
Oct 17	Wood, Floyd P. - Hus Theresa A. (Smith)	48
Oct 25	Zaher, Verna - Wife Nicholas	57
May 5	Ziminsky, Philip V. - Hus Joyce P. (Donahue)	50
Dec 4	Zwicker, Eleanor - Wife Robert	78

DEATHS

Recorded by the Town Clerk - 1986

DATE	NAME	AGE
Jun 17	Aaron, Harry J. - Wid Mabel (Barbara)	88
Apr 10	Beauregard, Raymond A. - Hus Valerie R. (Palardy)	67
Sep 29	Belinski, Anthony - Hus Theresa (Rivard)	64
Oct 15	Bemis, Wilbur L. - Hus Evelyn T. (Brunelle)	70
Oct 29	Brown, Harold Everest - Wid Helen V. (Jackson)	87
Sep 8	Brown, Lawrence Currier - Hus Evelyn P. (Koebke)	65
Mar 18	Butterfield, Robert J. - Hus Irene (Prud'homme)	65
Sep 7	Callery, Francis A. - Wid Mary T. (Smith)	71
Nov 6	Cantara, Annette - Wid Raymond	96
Apr 27	Carroll, Stanley A. - Hus Kathryn (Libby)	58
Jun 2	Case, Mary A. - Wife Rex R.	75
Sep 29	Case, Rex R. - Wid Mary A. (Paulsen)	77
May 18	Cayhen, Mary - Wid John	88
Nov 20	Chaffee, Mary M. - Wife Alan L.	45
Aug 1	Charlton, Wesley G. - Wid Margaret (Hood)	61
Dec 10	Connolly, Mary Margaret - Wife John F.	67
Apr 13	Cook, Evelyn A. - Wid Richard K.	83
Apr 9	Courtemarche, Mildred P. - Wife Frederick J.	66
Mar 15	Couture, Laura M. - Single	86
Jun 14	Crocker, Dorothy M. - Wid Charles R.	78
Jul 23	Deslaurier, Eva - Wife Armand J.	74
Nov 27	Deslauriers, Laurretta - Single	70
Jul 16	DeWolfe, Leonard Max - Div. Nola (Thomann)	53
Oct 7	Dickens, Jonathan David - Single	55 min.
Oct 26	Donovan, Mary J. - Single	93
Jan 23	Dooley, Ethel B. - Wid Theodore	89
Dec 12	Dorval, Fannie S. - Div Edward J.	81
Dec 6	Farrell, Jeannette - Wife John H.	71
Jun 9	Fitzpatrick, Frederick J. - Hus Lois (Hanson)	66
Oct 25	Flannery, Frederick Samuel - Hus Muriel (Fletcher)	70
Jan 29	Forbes, John E. - Wid Bertha (Sykes)	89
Sep 7	Fowler, Dennis David - Single	32
Oct 30	Fullford, Ellison Griffin - Wid Marjorie H. (Litchfield)	65
Aug 7	Grant, Addison W. - Hus Alice (Sargent)	81
Feb 8	Griggs, Walter - Hus Lorraine	53
Feb 6	Guislin, David Randall - Hus Laurie N. (Kimball)	30
Feb 14	Haley, George R. - Hus Rita M. (Coughlin)	59
Sep 3	Hamer, Gwenffrud L. - Hus Maria C. (Ruocco)	78
Jun 4	Hammond, Larry Philip - Single	24
Aug 11	Harless, Esther - Wid Bert A.	76
Mar 16	Hartley, Dorothea Marie - Single	64
Jul 8	Hartmann, Karl - Hus Helen (Spence)	73
Mar 13	Hensley, Frederick Raymond - Wid Nellie L. (Balukonis)	71
May 12	Hillman, Lottie May - Wid Robert	91

The League of Women Voters of Westford

**A Guide to
Town Meeting
In Westford**

TOWN MEETING IN WESTFORD

**Open
Town
Meeting**

In open Town Meetings, the registered voters discuss and decide the course of government. Annual sessions are held the Saturday after the first Tuesday in May. Subsequent special Meetings are held as may be necessary throughout the year. Registered voters may speak and vote; non-registered citizens are welcome as observers.

Publicized hearings are held by the Finance Committee and other boards to offer voters an opportunity to prepare for Town Meeting discussion.

**The
Warrant**

The warrant for Annual Town Meeting contains two parts; 1) Election Day information and 2) Articles, including the budget, to be considered at the business session. Annual Town Meeting warrants are prepared by the Selectmen and Finance Committee and mailed to the voters with the Finance Committee's recommendations in advance of the meeting. Notice of a Special Town Meeting is given by a copy of the warrant being posted at the Town Hall and at each Post Office in Westford at least 7 days before the Meeting.

Articles are taken up in the order in which they appear in the warrant. However, in special cases an article may be taken up out of order if a majority vote is obtained.

Quorum No quorum is needed for Annual Town Meeting.

A quorum of two per cent of the registered voters is required for the transaction of business at a Special Town Meeting. However, a number less than a quorum may adjourn any such meeting.

Permission To Speak Any voter wishing to speak may rise, say, "Mr. Moderator," and wait for recognition. Then, standing at a microphone, he should give his name. He may continue as long as he speaks directly to the question under discussion and maintains acceptable conduct.

Amendments Not more than two amendments to any motion may be pending at any one time. According to Westford by-laws, "a motion and amendments to a motion shall be voted on in inverse order; provided that when two amounts of money have been presented for appropriation by motion and amendment thereto, the largest amount shall be voted upon first. All amendments shall be presented in writing if requested by the Moderator."

Action On The Motions All articles appearing in the warrant must be acted upon before the Meeting can adjourn. Usually articles are enacted or rejected with or without amendments, after debate.

Withdraw Or Dismiss A Motion It is possible that an article's sponsor may move to "withdraw the motion." This motion requires a majority vote and is usually made because new or additional information is obtained after the preparation of the warrant indicating that action upon the motion could be unwise or illegal.

Lay It On The Table If, after an article has been moved, seconded and debate begun, someone has sufficient reason to postpone the final vote, he may move to "lay it on the table." A simple majority vote places it "on the table; as well as taking it back to the floor for final action.

Limits On Debate There are no prescribed limits to debate except common sense. The Moderator may at his discretion ask a speaker to terminate his remarks if he is straying from the subject or talking at unnecessary length.

Previous Question Debate may also be terminated by two-thirds of those voting. A voter rises, is recognized and says, "Mr. Moderator, I move the previous question." If this motion is seconded and voted by a two-thirds majority, the article under discussion is immediately put to a vote.

Voting Most articles are decided by a majority vote unless a larger vote is required by statute or by-law. Voting may be by voice or show of hands and the outcome determined by the Moderator. His decision may be challenged by 7 voters; tellers then make an official count.

Two-thirds votes are required for amendments to zoning by-laws, taking of land by eminent domain and bond issues. These votes are counted by tellers unless they are unanimous.

Secret balloting takes place occasionally, if requested by any twenty voters attending the Meeting. (Westford by-law, Art.1, s.9).

Reconsideration An article may be taken up again after it has been accepted or defeated if a majority of the voters assent to a motion for reconsideration. The Town's by-laws permit an article to be reconsidered at an **adjourned** session only if there is an affirmative vote of two-thirds of the assembled voters. In both cases, the motion for reconsideration must be made by a person who voted on the prevailing side of the original vote.

Who May Address The Meeting At any Town Meeting held for the transaction of Town business, no person whose name is not on the list of voters is permitted to address the meeting or is admitted to the floor of the Hall unless invited by a two-thirds vote of the meeting assembled.

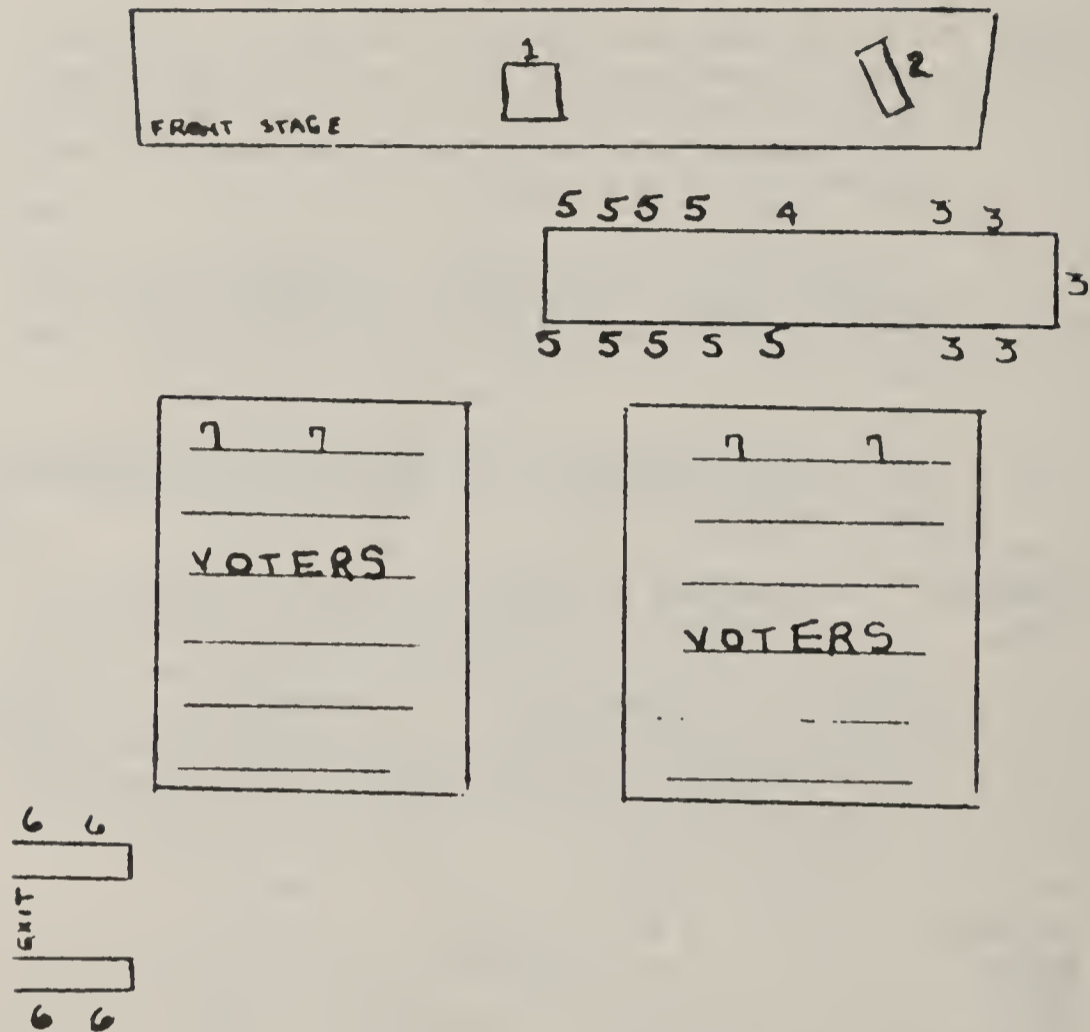
Resolutions The Meeting may wish to give direction to a board without binding effect or indicate the desire of the Town in a matter not subject to direct action by the Town Meeting. It may also wish to express thanks or offer other courtesies. Such expressions may be made in the form of resolutions.

Parliamentary Question A voter can interrupt the speaker with a "parliamentary question" to obtain information from the Moderator on parliamentary rule, or what procedures are permissible. No vote is taken. The question must be relevant to pending business.

Point Of Order A voter knowing the rules can raise a "point of order" indicating he feels something is wrong. He asks this of the Moderator to obtain a decision on a matter of parliamentary rule, e.g. whether an amendment is germane to the motion, or whether a motion is in order. The Moderator may 1) make the decision himself with no debate, or 2) put the question as a motion which may be debatable.

Adjournment When all business in the warrant has been completed, the Moderator says, "A motion for adjournment is now in order," followed by the motion, the second and the vote.

TOWN OFFICIALS AT TOWN MEETING



1. The MODERATOR, elected for a 3 year term, presides at the Meeting. The proceedings are governed by the rules of practice contained in **Robert's Rules of Order** (1951 Ed.) except as modified by law or by the By-laws.
2. The TOWN CLERK, elected for a 3 year term, keeps the official record of all proceedings at the Meeting and notifies those affected by its actions.
3. The SELECTMEN, elected for overlapping 3 year terms, prepare the warrant and have the responsibility of carrying out the decision of the Town Meeting.
4. The TOWN COUNSEL, appointed by the Selectmen, is present to advise on legal matters.
5. The FINANCE COMMITTEE, appointed by the Moderator for overlapping 3 year terms, makes recommendations to the Meeting after consideration of any or all municipal matters.
6. The TELLERS, appointed and paid by the Registrars sign in voters and count votes.
7. Other committees or boards may occupy front tables if they are involved in actively sponsoring a major article or program.

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